

Improving the Social Media Marketing of Visit Espoo

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<p>The outcome of this product oriented Bachelor's thesis is the social media marketing strategy for Visit Espoo. This thesis was commissioned by Visit Espoo, and conducted by an author who made an internship there during the writing process.</p> <p>Visit Espoo is a part of Espoo Marketing Oy, which is a subsidiary of a limited liability company owned by the City of Espoo. The aim of the company is to build the profile of the city more appealing and to support the convention and leisure tourism in the city of Espoo.</p> <p>The thesis is product oriented. Its outcome is the social media marketing strategy for Visit Espoo. The main objective of this thesis is to improve the effectiveness of the social media marketing of Visit Espoo. The thesis focuses on developing the positive image of the city and making it better-known. The target group of the strategy is the national leisure tourists in the neighbouring areas of Espoo. The commissioner set the target audience.</p> <p>This thesis begins with an introduction and with the justification for the need of the strategy. The key terms of destination marketing and the environment of the social media are explained. The thesis process and the implementation of the theories are discussed.</p> <p>This thesis follows the SOSTAC strategy process model. The strategy process begins with Situation Analysis. The tourism statistics and the target group are introduced. The situation analysis includes benchmarking of the actions of 10 Finnish cities in social media. It was requested by the commissioner. The benchmarking sheet is available as an appendix at the end of this thesis.</p> <p>The Objectives and the Strategy were made based on the results of the situational analysis. The strategy is divided into 5 different platforms: the website, Facebook, Twitter, Instagram, and YouTube.</p> <p>The Tactics are discussed, and the Actions are presented in the form of a content plan for one week. The content plan is visible as an appendix at the end of this thesis. Control is the final part of the strategy process. It introduces detailed ways how to follow the performance on each channel.</p> <p>The Evaluation of the Process chapter focuses on the functionality of the thesis. The strategy was tested by the author. It turned out beneficial. The Marketing and Communications Coordinator was interviewed to state the functionality of the content plan. The commissioner found the content plan helpful with its concrete ideas. They found the external view useful and refreshing.</p> <p>The thesis finishes with the Discussion part. It stresses the utility and challenges of the thesis as well as the process of writing it. Ideas for further studies are presented at the end.</p>	
Keywords Social Media, Marketing Strategy, Tourism, DMO, SOSTAC, Benchmarking	

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1 Introduction

When you think about the word social media, what comes to your mind? Which channels do you think of? If you take a bit longer look behind, let's say 5 years, would your thoughts have been the same?

Social Media is one of the most rapidly changing industries. Changes in technology modify the environment in the internet quickly (Rohampton 2017). Communication and marketing in social media are becoming more relevant for industries of all kind. With the right tactics and actions, companies can benefit and make a great difference with it from their competitors. Many businesses are doing social media marketing, but are often not using any specific strategies nor plans.

The purpose this thesis is is to find the areas for improvement to make the social media marketing of Visit Espoo more effective. The thesis focuses on developing the positive image of the city and making it better-known. The already implemented actions will be improved to aim for the greatest possible potential of getting the greatest benefits of marketing through social media.

The objective is to create a realistic and working social media marketing strategy including a content plan for Visit Espoo and to test its functionality. The thesis will be beneficial for the whole industry, but especially for Espoo Marketing, since they are not yet implementing any specific written social media strategies (Valo 31 March 2017).

This thesis is a development project where first, the key terms are defined, and the previous theories are presented. The current situation of the social media marketing of Visit Espoo is analyzed. Then, the social media performance of 10 other Finnish cities are benchmarked, and the results are compared to the actions of Espoo Marketing.

The current trends of social media marketing are discussed to find new possibilities. The final product of this thesis, is a social media marketing strategy, which includes a content plan. The strategy is based on the objectives, ideas, and recommendations that were born as the result of the situation analysis.

The strategy was tested during the author's internship at Espoo Marketing. The commissioner was interviewed to their professional point of view of the usability, and functionality of the content plan.

2 Visit Espoo

As stated in the introduction, the commissioner of this thesis was Visit Espoo. Visit Espoo is a part of the Espoo Marketing Oy, which is a subsidiary of a limited liability company owned by the City of Espoo. (Espoo Marketing Oy 2017a.)

The main objective of Visit Espoo is to develop and support the convention and leisure tourism in the city of Espoo. They offer free tourism information and services for travelers, meeting organizers and agencies. In short, their main goals are to build the image of the city, increase the number of visitors and overnight stays and, to bring more congresses to Espoo. (Espoo Marketing Oy 2017b.)

Visit Espoo is a destination marketing organization. Espoo is a city destination, with a wide mixture of different services and products. The archipelago, various shopping opportunities, activity parks, business hubs, educational centers, and wilderness, suit the classifications of all coastal, rural as well as urban tourism (Cooper & al. 2008, 478–479). As they state themselves, Espoo is like Finland in miniature (Espoo Marketing Oy 2017c).

3 Destination Management and Marketing

The key terms of the thesis are important to understand before diving deeper into the topic and to understand the concept of social media marketing from the right point of view. As stated in the chapter above, Espoo is a city destination. Destinations are mixtures of different tourism services, products, and facilities, combined all under one brand name. Traditionally, the management of these is done by the public sector or by partnership between local stakeholders of the local tourism industry. (Cooper & al. 2008, 644.)

As mentioned, one of the aims of Visit Espoo is to support the local tourism businesses in the area (Espoo Marketing Oy 2017b). Destination management is any kind of a business aiming for tourism as an economic activity. It is about coordination and integration of the destination mix, which are all the different tourism services, products, events, and operators within the city. Destination Management Organization, which is often abbreviated as DMO, is a team of tourism professionals that lead and guide all tourism stakeholders. (Morrison 2013, 7.)

As stated, the main goal of Visit Espoo is to build the profile of the city more appealing by marketing (Espoo Marketing Oy 2017b). Destination marketing is an on-going process, where DMOs make strategies, study, implement, control, and evaluate actions. The objective of the process is to satisfy the travellers' as well as the destination's own goals and visions. To make it more effective, it enquires co-operation between different stakeholders within and outside the destinations. (Morrison 2013, 9.)

Before continuing, it is important to understand the difference between marketing and sales. Marketing, in which this thesis focuses on, is about satisfying customers' needs and using integrated media to achieve its goals. Whereas, the concept of sales focuses on products and uses selling and promotion to achieve profits via sales volumes. (Cooper & al. 2008, 516.)

4 Social Media

Before diving deeper into the topic, it is important to understand the concept in hand. Cisco stated that the number of devices connected to IP networks will be three times higher than the global population in 2021 (2017a, 2.) It emphasizes the importance of marketing via social media.

Social Media is a “collaborative process through which information is created, shared, altered, and destroyed.” Social media includes multiple different, mostly online channels. It changes rapidly over time. The content is user created and has active, participative nature. (Evans 2012, 33.) Social media combines mass and personal media. Individuals can interact there with one or two persons or up to millions of other people. (Tuten & Solomon 2015, 7.)

So, what does social media include? As stated in the very beginning of this thesis, the definitions and the platforms change all the time and the written material expires quickly. Tuten and Solomon (2015, 8) divided social media, the space of shared participation, into four different categories that often overlap each other. It includes also the platforms that have not been invented yet, and helps to understand them.

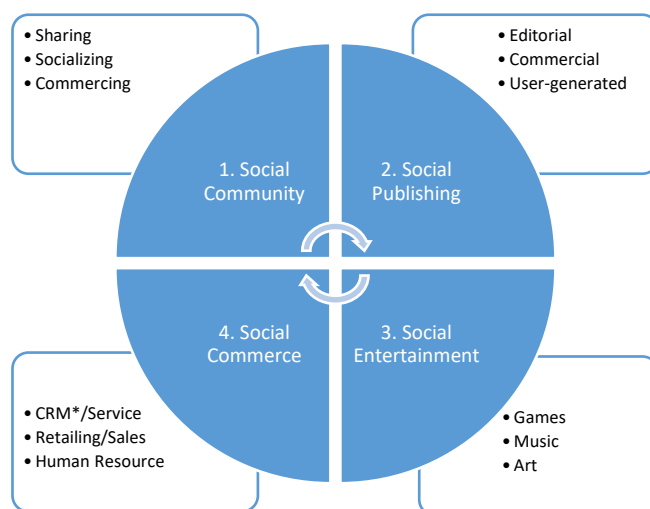


Figure 1. Zones of Social Media (Tuten & Solomon 2015, 8)

Zone 1. Social Community, is about social networking sites, forums, and wikis, where people can share content with each other, communicate and build their social identity

(Tuten & Solomon 2015, 9). Great examples of these are could be LinkedIn, Tinder, Jodel, Wikipedia and Urban Dictionary.

Zone 2. Social Publishing, focuses on content creation, such as blogs, microblogs, media, and news sharing sites (Tuten & Solomon 2015, 10). These are, for instance: WordPress, Instagram, Twitter, YouTube, Snapchat and SoundCloud.

Zone 3. is about Social Entertainment. It includes gaming and augmented reality sites as well as entertainment communities (Tuten & Solomon 2015, 10–11). YouTube, which also suits the classification of zone 2. would be a great example of the social entertainment community, together with Spotify. Also, the online games such as Candy Crush, where you are constantly communicating with other players fit in to this category.

Zone 4. Social Commerce, influences the online buying process of consumers. Those can include reviews and discounts, in a social environment (Tuten & Solomon 2015, 11–12). As an example of these are the different websites where consumers search and review hotels, such as Booking.com or TripAdvisor.

4.1 Current Trends in Social Media

It is important to understand the current and the future trends in social media, before continuing into the strategy. Understanding them will lead to the right actions. Globally, there are now Top 5 social media channels that do not change. The differences can be seen between different demographics and countries. (Chaffey 2017.) This part of the thesis will focus on the dominating Western social media sites, excluding the messaging apps.

The number of Instagram users grew 17.7 % in the year 2015, whereas Facebook got only 1,9 % new users. The interaction rates dropped more on Instagram than on Facebook, due to previous fast growth rates of more posts and users. (Gottke 2015.) Still, the number of interactions remained remarkably higher on Instagram than on any other social media channel, such as Facebook, LinkedIn, or Twitter, in that specific order. Twitter was left behind, due to its high number of posts and the fact that it does not use any algorithm and therefore the posts show up to a smaller audience. (Chaffey 2017.)

Facebook had 1.32 billion daily active users on average in June 2017 (Facebook 2017). On Instagram, there were over 400 million daily actives and over 250 million people were viewing Instagram Stories daily (Instagram 2017b). Instagram can be a useful tool for a marketer, since 60 % of the people surveyed said they had discovered new products from

there (Instagram 2017a). On Snapchat there are now 166 million active users and 71 % of them are under 35 years of age (Allen 2017).

Facebook remains as the most engaging social media networking site, leaving Snapchat and Instagram behind, when observing the 18-34-year-old audience only in the US. (Chaffey 2017.)

The Top 5 Western Social Networking Sites 2017 by active users (Chaffey 2017)

1. Facebook
2. Instagram
3. Tumblr
4. Twitter
5. Snapchat

The continuous and fast development in technology modifies the content on social media platforms. Cisco (2017b) stated that by 2021, 82 % of all the content of the IP traffic will be video. In a Facebook IQ study, they found out that people watch videos on Facebook and Instagram almost anywhere. The survey participants stated that those are easy to watch while commuting, waiting for something or even in bathroom. (Facebook IQ 2017a.)

The study found that people react to videos on mobile devices stronger emotionally than when watching TV. Also, videos on mobile are more likely to raise positive feelings when viewed from mobile device than via TV. They highlighted the necessity of marketers creating sound-off videos, and not to forget the people who have the possibility to view them sounds-on. In addition, they found out that people watch videos, since it gives them something to talk about and therefore creates the sense of community. (Facebook IQ 2017a.)

The amount of interactions, between images and videos, are almost the same (Gottke 2015). Nevertheless, videos may gain more views and deliver stories better. Live videos are often discussed when talking about the trends of 2017 in social media. The number of live videos will 15-fold by 2021 and will be 13 % of all the video traffic on the Internet (Cisco 2017a, 3).

Facebook added its Live functions as the first one on May 2016. (Zuckerberg 6.4.2016). At the end of the same year, Instagram launched Live Stories and less than a month later Twitter launched its Periscope powered Live function (Instagram 21.11.2016; Pandemona 14.12.2016). Millennials are the ones using them the most. (Rohampton 2017.) In 2016, on Facebook, the daily watch time of Live videos in Facebook quadrupled (Facebook IQ).

People use 80 % more time watching videos on Instagram than previously (Instagram 25 September 2017).

Another Facebook IQ study showed that 50 % people have tried a drink that their friends posted about on Facebook (Facebook IQ 2017b). This confirms the strong influence of WOM marketing that is explained under in the Social Media Marketing chapter.

People, especially millennials, value brands that use social messaging due to its transparency, collaboration possibilities and, personal touch. For instance, on Facebook when clicking a brand logo, a chat opens and there is a possibility to discuss with someone on customer service. (Rohampton 2017.) Therefore, each social media account should have a chat open, whenever there is staff to answer the questions. Otherwise, there should be the contact details of the company, where customers can send messages and expect an answer later. Companies can utilize WhatsApp, Facebook Messenger, or some other free messaging app, so that the customers can contact them for free as if they were contacting their friends (WhatsApp Inc. 2017; Facebook 2016).

Snapchat states that they are a camera company, that helps people to communicate, see the world and express themselves in a fun way (Snapchat 2017). These days, Facebook, Messenger, Instagram, and WhatsApp, all have stories functions similar to Snapchat's. There has been a lot of conversation and criticism about Facebook copying Snapchat. However, the target group of Snapchat remains smaller and younger, 85 % of their 158 million daily users are between the ages of 18 and 34 (Chaykowski 2017). Because of the people resources and the fact that Instagram, with somewhat similar functions, already covers this segment, Snapchat will not be included in the strategy of this thesis.

The importance of mobile marketing is often discussed when stressing the trends in social media. Half of the web traffic in 2016, came from mobile devices, and it is growing fast (We Are Social 2017). 45 % of the web traffic came from PCs or laptops and the remaining 5 % came from tablets and other devices (We Are Social 2017). The internet traffic from smartphones will exceed the traffic from PCs by 2021 (Cisco 2017a, 2). Therefore, the content on the websites and in the social media channels, should be optimized for mobile devices. However, companies should not completely forget that some people may still find for instance, planning trips easier on laptops or PCs.

4.2 Social Media Marketing

Social media marketing is about monitoring and controlling customer communication all over the web to activate and engage customers in a positive way with the company and its image. The interaction takes place on different social media channels, on company website or on third party sites. (Chaffey & Ellis-Chadwick 2012, 535.)

Social Media Marketing is the usage of the social media functions, the technologies, platforms, and channels. It is a software, which enables organizations to develop, deliver, and communicate offerings, and services to consumers. (Tuten & Solomon 2015, 21.)

As many media companies, also marketers on social media often use, the interruption-disruption technique. The idea is that the content is as interesting as possible and when the consumer is deeply focused on it, they interrupt the feed with an ad, so that the ad gets all their attention. (Tuten & Solomon 2015, 20.)

Instagram, which is a part of the Facebook complex, together with Facebook Messenger and WhatsApp, made a study to find out what Instagram users are experiencing from a psychological perspective when using Instagram. The Facebook IQ study used, for instance, eye tracking to understand, what people focus in an ad. They found out that people spend more time on an image itself than any other part of an ad, such as text. The highlighted the power of visuals and simple texts. They found out that ads on Instagram get more attention than on any other feed based platform, such as Facebook, Pinterest, or Twitter. (Facebook IQ 2017c.)

The way traditional marketing uses push messaging, the one-way interaction, social media should focus on more on communicating with the potential customers. Some companies still, however, use tradigital marketing. (Tuten & Solomon 2015, 21–22.) For instance, with search engine optimization or with Google AdSense on online newspapers or any other websites that uses side ads. Anyhow, the ads made with Google AdSense are more likely to be more wanted, since they are optimized with the help of cookies. Based on the collected data, the ads are visible to the people who have already shown interest to products on a website. (Google 2017.)

World-of-Mouth marketing (WOM marketing) and Viral marketing is often discussed when stressing the social media marketing. This buzz marketing can reach many people rapidly and deliver a marketing message. Positive WOM marketing can increase the customers'

intent of buying, since recommendations play a major role in the purchasing process. (Chaffey & Ellis-Chadwick 2012, 536-537.)

4.3 Sales Funnel

There are at least three different stages that customers go through before buying any product. Sales funnel describes these different stages, which are important to understand. There are people on each of the stages. Bigger companies may have more complex funnels with more stages. It all starts by identifying the target segment. (Ritson 2016, 1.)

The first stage, the “Leads” are the people, who see the product the first time. They need more information, to go to the next stage. The second stage, the “Prospects”, are the people who are interested in the product, but are depending on some interaction with the company. The third stage are the “Customers” who already bought the product. (Rouhiainen 2016, 12.)

It is import for companies to find out the characteristics of the possible customers, to target the marketing on them the most suitable way. It is also important to follow-up their experiences, since there lies an opportunity for positive WOM marketing. (Rouhiainen 2016, 12.) Even though Visit Espoo is not selling anything, besides the marketing space and different partnership packages, they support the local tourism services with the first two stages that may lead to more customers if it is done well.

The theory of the communication model AIDA has been often discussed and connected to the marketing on social media. The word refers to the four different factors that businesses should consider when marketing. (Hassan, Nadzimb & Shiratuddin 2014, 265.) The factors can be connected to the different stages of the Sales Funnel.

The first factor is “Attention”, which are the actions made to catch the attention of the audiences and to create awareness on the brand. This is done for instance by searching the customers from the social media, tagging them and becoming their followers. Cross-linking between channels should be done to generate more visitors. (Hassan & al. 2014, 267–268.) The “Attention” factor is about creating the “Leads”.

The second factor is “Interest”. It refers to attracting the consumers and letting them to assess whether the product meets their needs. This can be done, for instance, by posting frequently pictures and information about new products and services. (Hassan & al. 2014, 267–268.)

The third factor is “Desire”, which refers to the company ensuring the customers that they want the product. This may include compelling contests and giveaways. It is about creating attractive “walls” to social media channels, posting regularly and to monitoring comments and responding quickly. (Hassan & al. 2014, 267–268.) The “Interest” and the “Desire” factors can be combined to the “Prospects” stage on the Sales Funnel. It is about creating an emotional connection to the customers by, for instance, storytelling.

The fourth factor is the “Action”. It is about the clear and easy process of the sales (Hassan & al. 2014, 267–268). In this thesis the goal is not to sell, but Visit Espoo can ease the customer journey by posting direct landing pages and providing clear information of the services and products on their websites. The “Action” factor can be compared to the “Customers” stage on the Sales Funnel. After going through these factors, it is important to keep the customers interested to make them want to return. All these different factors are considered in the social media strategy of Visit Espoo.

4.4 Social Media Marketing Strategies

Marketing via social media can be extremely cost effective, due to its capability to reach niche markets worldwide. Since January 2016, there were 2307 billion users overall on social media with the annual growth of 21 %. Only on mobile devices, there were 1968 billion active social media users, with the growth of 30 %. (Allen 2016a; Allen 2016b.)

Often the main challenge with creating social media marketing strategy is that the company must give up some control of managing the messaging and change the mindset to make the communication with the customers more effective. It is argued that the development of the social media marketing strategy should begin with demand analysis of customer channel adoption and the commercial potential of the approach, rather than adapting the tools that just seem to work. The analysis starts from the customer segmentation and marketplace analysis to make it as effective as possible. (Chaffey & Ellis-Chadwick 2012, 535.)

The social media strategy is influenced by internal factors, such as corporate objectives and marketing strategy. There are also external influences, such as competitors, market structure and demand as well as evolving opportunities and threats. (Chaffey & Ellis-Chadwick 2012, 191.) The marketing objectives of the company are explained in the introduction of the thesis.

Just as a digital marketing strategy, social media marketing strategy should consist of channel-specific objectives, propositions, and communications plan, depending of the characteristics of each channel. All the actions on each channel, should support each other as well as the other marketing strategies and possible campaigns. (Chaffey & Ellis-Chadwick 2012, 190–191.)

4.5 SOSTAC Model

Marketing planning is the usage of marketing resources to achieve the marketing objectives, by setting goals and forming plans to achieve them and follow up the performance. Strategic marketing plans usually cover multiple, from 3 up to 5 years. Detailed tactical plans cover shorter period of one year or less. (Chaffey & Ellis-Chadwick 2012, 198.) The final product of this thesis is a detailed tactical plan that Visit Espoo tests and utilizes also in the future planning processes.

SOSTAC, is an overall strategy process model. It consists of situation analysis, objectives, strategy, tactics, actions, and control. Each of these stages may overlap each other and can be redefined and changes through the planning process. Each are visible under in the figure 2. (Chaffey & Ellis-Chadwick 2012, 198.)

SOSTAC was chosen as the main method of this thesis to understand the current situation in the social media marketing of Visit Espoo, to set the focus on the right objectives and to make a working and realistic strategy with the right tactics and actions and to control them.

Companies should start with the situation analysis to answer the question “Where are we now?” They should analyse their customers, and their perceptions as well as the actions of their competitors. Situation analysis should discuss how previous goals have been achieved and what their capabilities and resources are. (Chaffey & Ellis-Chadwick 2012, 199.) All these factors are considered later in this thesis.

The company should set the objectives for certain time, to answer the question “Where do we want to be?” (Chaffey & Ellis-Chadwick 2012, 199). That can for example be certain amount of views, impressions, or engagement, specific for each channel.

The next question to give the answer to is “How do we get there?” And the simple answer is: “By setting a strategy.” As explained above, it presents the steps to achieve the objectives. It includes customer segmentation, targeting, and unique selling proposition

development. (Chaffey & Ellis-Chadwick 2012, 199.) It discusses the tools, for instance, the channels to be used.

The next step is to define the tactics of what exactly the steps that have be taken to achieve the goals are. The tactic are more precise and detailed steps than the strategy. (Chaffey & Ellis-Chadwick 2012, 199.) In this thesis the tactics are in the form of a content plan, of what is posted, where and when.

The next step that companies should follow, is to discuss the actions. It includes the responsibilities, internal resources and skills and external resources (Chaffey & Ellis-Chadwick 2012, 199). For example, who will take the pictures to Instagram, who will write to the corporate blog or will there be some external influencers, such as a famous person or a blogger, sharing and creating some of the content.

The last step that should be done also during the process, is to control. The step includes testing, surveys, profiling, and reporting. (Chaffey & Ellis-Chadwick 2012, 199.) Most of the social media networks sites have tools for this. There are also external tools like LikeAlyzer for Facebook and SocialRank for Instagram analysis.



Figure 2. The SOSTAC model (Chaffey & Ellis-Chadwick 2012, 199)

5 Strategy Process

The final product of this thesis is the social media marketing strategy for Visit Espoo. The theories of marketing and the current trends within social media are implemented in the strategy and in the actions. The thesis follows the strategy process model SOSTAC. The 4 zones of social media are considered. The target group of the strategy is the national leisure tourists in the neighbouring areas of Espoo. It was set by the commissioner.

The strategy process starts with the situation analysis. The tourism in Finland is compared to the tourism numbers in Espoo. Benchmarking the actions of 10 Finnish city DMOs was done to learn and to find new ideas. The benchmarking sheet is available at the end of this thesis.

The next phase sets the objectives, which are positive image creation, engaging the target audiences, and creating views to get more visibility. The social media channels work as a supporting module for each other and for the web service of Visit Espoo.

In the following phase, the strategy is discussed channel specifically. The tactics are discussed to identify the skills and responsibilities within the organization. The actions are shortly presented and are visible in the form of a content plan at the end of this thesis. The control phase guides how to measure and evaluate the performance on each channel.

The different stages of the Sales Funnel are considered to meet the needs and the motivations of the potential customers. The different factors of the AIDA model are taken in account to lead people further in the Sales Funnel.

One of the objectives of the social media strategy is to develop the positive image of the city by making the content more appealing and personalized on each channel to increase the leads' and in the prospects' "Interest" and "Desire".

To meet the aim of making the city better-known, "Attention" is drawn by creating more views. This is done, for instance, by liking and commenting. "Interest" is created, for instance, by reposting the customers content.

6 Situation Analysis

It is important to understand the current situation before continuing into the strategy to ensure the right steps to be taken. This part will justify the need for the improvements and give ideas for the actions. The tourism in Espoo, both domestic and foreign, decreased 5,4 % in 2016 (Espoo Marketing Oy 2017d). Whereas simultaneously in the whole Finland, the number of tourism increased, and the growth was expected to continue in 2017 (Ministry of Employment and the Economy 2017, 1).

Finland's familiarity as a travel destination is growing. According to the World Economic Forum, Finland is in the 33rd place from the 136 countries compared by their competitiveness. The whole tourism cluster of the country is expected to continue growing. (Ministry of Employment and the Economy 2017,1)

The government of Finland decided to take the tourism of the country as their new flagship project in its mid-term review in 2017. To ensure the high growth rates, they wanted to invest in tourism marketing, improving the digitalization of tourism businesses and the year-round supply. (Ministry of Employment and the Economy 2017, 2.)

Therefore, the social media marketing strategy for Visit Espoo is essential to draw the growing number of visitors also to Espoo.

There were 20.3 million registered overnight stays in Finland (Visit Finland 2017a). In Espoo there were 356 500 overall overnight visitors (Finpro 2016, 3). When the number of domestic overnight stays in Espoo was compared to the other Finnish cities, Espoo was in the 6th place (Espoo Marketing Oy 2017, 1d).

Espoo's placement by the number of overnight stays in Finland in 2016 Espoo Marketing Oy 2017, 1d)

- Overall: 11.
- Domestic: 13.
- Foreign: 6.

Therefore, the improvements in the social media marketing are very much needed to develop the image and make the city more known. In long term this will support the local tourism businesses by bringing more overnight visitors and consumers to the city of Espoo. After all, it is the second largest city in Finland.

6.1 Target Group

The commissioner of the thesis stated that they want the target group of the social media marketing strategy to be the people in Espoo, and in its neighbouring areas together with

the people in the whole capital region of Finland. This is however depending on, whether there is, for instance, a specific big event that they are marketing also for other people. Demographically, both men and women of all ages are included in the target audience. (Valo 10 March 2017.)

The commissioner stated that they want to target the domestic travellers with marketing. After all, they are the main source of tourism in Espoo. The project manager of Visit Espoo stated that in social media, everyone is welcome to follow them. (Valo 10 August 2017.)

In 2015, tourism in Espoo grew and all the growth came from domestic travel (Espoo Marketing Oy 2017d, 1). As visible in the table 1. below, the biggest travel group were the Finnish people. In 2016, there were 218 100 tourists from Finland 138 400 tourists from abroad in Espoo. (Espoo Marketing Oy 2017d, 2.) As stated earlier, both decreased by 5,4 % in 2016 (Espoo Marketing Oy 2017d, 1). This justifies the need to improve the social media marketing.

The main type of travel in Espoo is Business. In 2016, 59 % of the overnight stays in Espoo were by business travellers. The remaining 41 % of the overall overnight stays, were by leisure travellers. (Espoo Marketing Oy 2017d.) Therefore, leisure travel should be highlighted on the social media marketing.

The high season of the tourism in Espoo is between June and August, and it has been that way since 2013. However, during the summer 2016, the number of overnight stays decreased. The largest traveller group at summer were the Chinese. (Espoo Marketing Oy 2017d, 1–2.)

In 2016, December-February was the low season in Espoo. However, the early winter 2016, between November and December, the number of tourists from abroad increased by 5,1 %. The largest traveller group were the Germans, again, whereas domestic tourism decreased by 25,7 %. (Espoo Marketing Oy 2017d, 2.) To ensure the growth also in 2017, the content plan was made for this specific season.

Table 1. The number of tourists in 2015 and 2017 and the growth percentage (Espoo Marketing Oy 2017d, 2)

NATIONALITY	2015	2016	%
Finnish	235.900	218.100	- 5,4 %
Russian	18.700	14.700	- 21 %
Chinese	13.300	14.500	+ 9 %
German	12.700	16.000	+ 26 %
Swedish	12.400	10.500	- 16 %
Estonian	11.900	14.900	+ 25 %
British	8.600	7.200	- 17 %

6.2 Benchmarking

Benchmarking is a strategic discovery process. It was utilized as a focal tool of the situation analysis of the social media marketing of Visit Espoo. The method was chosen on the commissioner's proposal. The benchmarking was done on a separate excel sheet, which is visible as an appendix at the end of this thesis.

Benchmarking is used, to understand what companies can learn from others, what the areas where they are already performing well are, and what they should focus on. In other words, it is utilized to find areas of improvement as well as opportunities and to set performance targets. (Searles, Mann & Kohl 2013, 9.) The social media marketing of Visit Espoo will be compared to the performance of the 9 other Finnish cities.



Figure 3. The 4 stages of the benchmarking process (Searles, Mann & Kohl 2013, 9)

The cities that Espoo is compared to are Helsinki, Porvoo, Rovaniemi, Tampere, Turku, Lahti, Jyväskylä, Vantaa, and Hanko. The cities were chosen to represent a wide mixture of different types of tourism in Finland and to give as versatile results as possible.

Some of the cities that were benchmarked, have rather different pull factors as destinations as others. For instance, Rovaniemi with its Santa Claus Village and Northern Lights differs quite a lot from the seafront destination of Hanko (Visit Rovaniemi 2017; Hanko 2017). Helsinki is the capital of Finland with the most overnight stays and Tampere

is the second one on the rankings. (Espoo Marketing Oy 2017d, 4.) Helsinki is probably the biggest competitor of Espoo what comes to the travellers in the capital area.

Vantaa has the third most visitors, and together with Espoo, is a part of the capital region of Finland (Visit Vantaa 2017). Porvoo is an old city just 30 minutes from Helsinki by driving (Visit Porvoo 2017). Turku was the old capital of Finland, which one might remember from its “Kiss my Turku” campaign (Visit Turku 2017). Lahti, was chosen since it is located only 1-hour drive from Helsinki and hosted the 2017 Ski World Championships (Lahti 2017 2017). In the benchmarking there were studied cities with the elements of coastal, rural, and urban tourism.

The cities were compared and analysed based on the performance in their websites and on the most used social media channels among them, which were Facebook, Instagram, Twitter and, YouTube. The best and the worst performances among the cities were colour coded on each channel on the sheet. At the end of the analysis of each city and after the sections of each channel, there are additional comments and the list of the other social media channels they use. The links to the social media sites are listed on the side of the Excel sheet.

6.2.1 Website Analysis

The social media channels are used to support the websites and the other way around. Therefore, the websites are empirically analysed. The links from the other channels guide the audiences to the websites. Appealing content and clear information on the websites, arise “Interest” in the visitors (Hassan & al. 2014, 267–268). The visitors of the websites are the prospects who are there to get more information of the destination. It is important to make them desire and want the product to lead them to the next level on the Sales Funnel.

The visuals of Rovaniemi stood out with a video. All the websites of the cities, except Visit Helsinki’s, had a full screen image on their main pages, which catches the attention of the visitors. Tampere had a lot of content on their site. What comes to Espoo’s website, the theme was consistent, and the navigation was made easy, but the pages looked slightly empty, same with Porvoo and Hanko.

The most used foreign languages on the websites of the cities were English, Russian, Swedish, and Chinese. Chinese tourists’ overnight stays grew 29 % in 2016, being the 5th biggest traveller group in Finland (Visit Finland 2017b, 4). All the other languages went quite hand in hand with the biggest travel groups in Finland, with German as the

exception. Germans were the 3rd biggest travel group staying overnight in Finland in 2016 (Visit Finland 2017b, 4). Only four cities had their pages in German.

Helsinki and Lahti are the only cities, which had a direct booking possibility on the first page. It is good, since it gives the customers a possibility to start making the reservation, directly on the page without having to search on other web pages any longer. Hanko, Jyväskylä and Lahti were the only cities that had a chat window opening when landing on the first page. Visit Espoo and Visit Vantaa were the only city DMOs that wrote their own blog.

The links to the social media channels were clearly visible on Visit Rovaniemi's website. The symbols to the social media channels were often visible in some corner of the websites, but Rovaniemi has them on the right upper corner, but also on the bottom of the pages. Visit Rovaniemi had also 'floating' social media symbols sticking on the side when scrolling on the website for a possibility to share the content of the website. Many sites had their Facebook and Instagram content visible on the web pages. The navigation was relatively easy on all the cities websites. Visit Hanko, which otherwise did not have that much content on their site, used symbols, which made the navigation on the pages practical.

6.2.2 Facebook Analysis

Facebook is the channel where companies can expect to gain the most interaction after Instagram. Unlike Twitter, it has an algorithm, so the posts will gain more attention with less trouble of posting. (Chaffey 2016.) As other social media channels it is the platform to create awareness and interest of the destination for the customers.

For the statistics of the Facebook analysis, there was used LikeAlyzer. It is an online tool for Facebook analysis of any site. The method was chosen, since the author found it useful and valuable from her previous school assignments considering social media. The tool gives measurements on the activity based, for instance, on how often and what kind of content are they sharing, how many fans they have and how well they are engaged. (LikeAlyzer 2017.)

Based on the measurements of LikeAlyzer and especially engagement rates, Visit Espoo and Helsinki had the best performance. There was a huge difference between the number of fans of these two city DMOs, Helsinki had 83 770, whereas Espoo had only 9 539. Because of the same reason, perhaps the fans of Helsinki are not that active nor engaged or Visit Helsinki cannot answer their questions as fast as they should.

Visit Tampere stood out with a video of events with happy people as their cover page banner, which draw the viewers' attention. Most of the pages had either a landscape or people as their cover page image. Most of the cities had their official logo as their profile image, which is understandable due to the recognition of the brand.

The average number of posts per day was important to analyse to see how actively each city DMO marketed on their Facebook pages. An average Facebook page posts 1.48 per day (Gottke 2015). Visit Lahti posted 2.30 times per day, however, their score remained low since they only had 1541 likes and the posts were not engaging people. Facebook algorithm optimizes the posts that are getting a lot of likes and commenting (Phneah 2017).

Visit Vantaa was the only one of the 10 cities that did not have a Facebook page. Hanko got the lowest scores of the ranking, since they were not creating any content themselves, not answering well to the customers and not sharing photos, which their fans had been engaging with the most.

6.2.3 Instagram Analysis

Instagram analysis of these cities is done by comparing the amount of posts, followers, and followings. An average Instagram user posts 1.11 times per day (Gottke 2015). However, a large number of followers and posts do not necessarily mean more interaction (Gottke 2015). Therefore, more focus was put on engagement.

Sprout Social, was used as the measurement tool for Instagram analysis, for factors such as: engagement, the most used hashtags, and the amount of sent media. Sprout Social is an online tool to measure and manage different social media channels such as Twitter, Instagram, and LinkedIn (Sprout Social 2017). SocialRank is another tool that companies can use to analyse their performance on Instagram and Twitter, and to see who are their most engaged and valuable followers (Social Rank 2017). Changing Instagram account into a Business profile, the app itself already gives some metrics.

In the Benchmarking Excel sheet, it was also stressed whether the companies were using storytelling, what they told in their biographies, if they encouraged people to use some specific hashtags and whether they used hashtags themselves to gain more attention and followers. The variety of the post types were measured, whether they were videos, pictures, Boomerangs, or collages. The hashtags were checked also to get possible ideas for the future posts of Visit Espoo.

As stated in the Current Trends, Instagram is the number one social media networking channel to interact with people. By sharing pictures and images, one can easily create a certain image of any destination. From the 10 cities compared, Helsinki was the one, which had the most engagement, Turku was the second and Rovaniemi came as the third. The amount of the sent media and the number of followers did not correlate as visible when comparing figures 4. and 6.

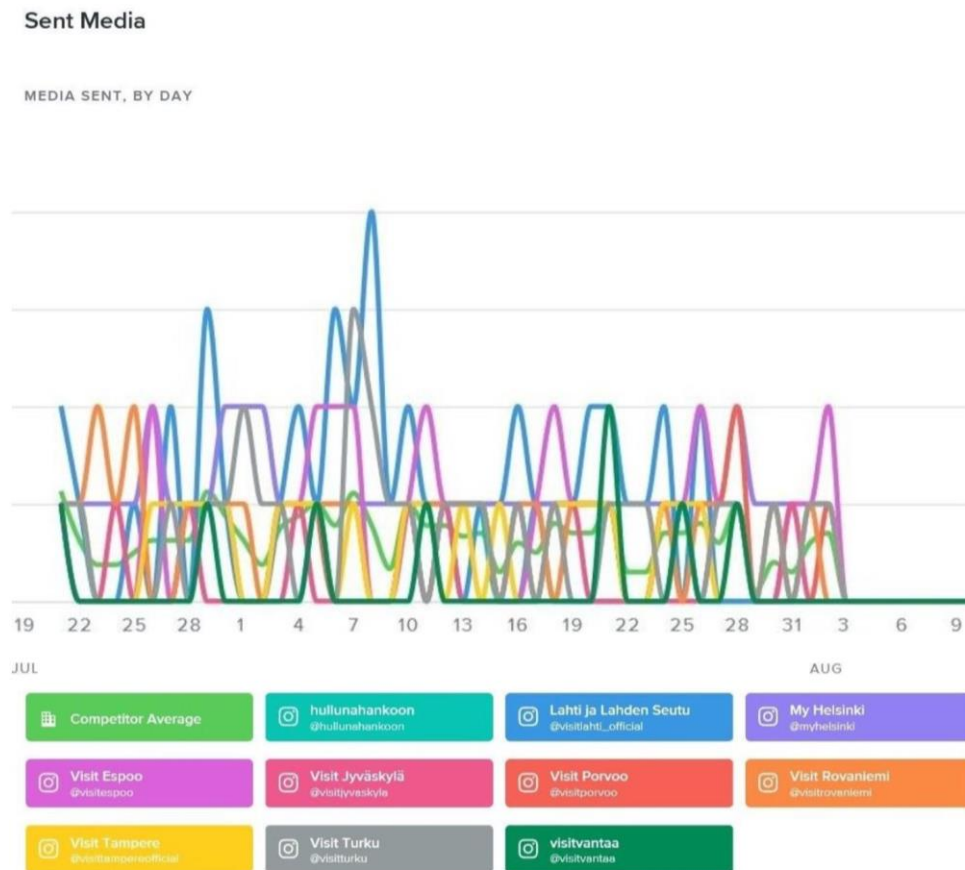


Figure 4. Media sent by day between 21 July and 10 August 2017 (Sprout Social 2017)

Tampere shared multiple types of content such as slideshows, Boomerangs, and videos with texts. Their images were colourful and bright. As visible in figure 6, the number of followers often go hand in hand with the amount of people each city follows, the more they follow the more followers they have. Except Vantaa, but then again then again, they were also lacking any kind of consistency in the colours of the pictures. They posted a lot, but the quality of their pictures was not as good as in the Instagram profiles of the other cities. One of the most engaged photo of My Helsinki, had unique element with the nostalgia, and sunshine, as visible in figure 5.



Figure 5. One of the most engaged photo of My Helsinki (My Helsinki 2017a)

Visit Hanko also followed quite many people, but they had been on Instagram for a shorter period. Some of the Instagram accounts might have been set up earlier than others, therefore the number of followers does not represent their total performance.


Instagram Profile	Total Followers	Following
 Competitor Average	12,234	627
 hullunahankoon	1,740	513
 Lahti ja Lahden Seutu	2,544	116
 My Helsinki	73,804	668
 Visit Espoo	2,829	190
 Visit Jyväskylä	2,333	105
 Visit Porvoo	4,579	147
 Visit Rovaniemi	14,487	2,465
 Visit Tampere	5,633	348
 Visit Turku	13,332	699
 visitvantaa	1,058	1,016

Figure 6. Instagram competitors report from July 21st to August 10th, 2017 (Social Sprouts 2017)

When analysed, none of the cities were using the Stories function, where the posts stay visible to the audience 24-hours, which is similar to Snapchat Stories. By using stories, they could promote a positive image, stand out from the others and if not having as much followers, to get attention regardless of the feeds algorithms.

Visit Espoo was doing only reposting and not creating their own content. Reposting is customer created content and might give people a more authentic image of the profile and the city. It can create a feeling of community and empower the memories of the travellers.

Visit Espoo was actively posting multiple times a week. They were using hashtags and storytelling, but there could have been more of it. Storytelling in the captions were often lacking from most of the cities posts. Pictures were the only types of posts Visit Espoo had.

Audience Growth

FOLLOWERS GAINED, BY DAY



Figure 7. Audience growth between 21 July and 10 August 2017 (Sprout Social 2017)

Visit Vantaa had the weakest performance in all the areas and it reflected on the audience growth rates as visible in figure 7. As stated, they posted irregularly, and the content was lacking any kind of a theme or colour consistency.

A limitation of the measurement was that Visit Helsinki, did not have its own Instagram account. The Instagram profile that was used for the benchmarking was @myhelsinki, which is a part of Helsinki Marketing (My Helsinki 2017b). They also have their own website, and the both profiles are official representatives of Helsinki.

6.2.4 Twitter Analysis

Even though Twitter is not doing as well as it used to, it can be a great tool to share some tips, events and to communicate with, for instance, business travellers in conferences or otherwise. 41 % of the Twitter users were interested in Business and News as well as 28 % were interested in Politics and Events (Twitter 2017a).

The tweets do not need likes and comments like on Facebook or Instagram, since it works on an organic platform. Therefore, it shows the Tweets on people's feeds, exactly at the moment they are posted (Twitter 2017b). Tweets with photos drive more engagement and generate more responses (Twitter 2017a). The posts can be pre-set and planned with Hootsuite. The same tool can be used to follow the actions of the partners and competitors (Hootsuite 2017).

Visit Espoo, Hanko nor Lahti did not encourage people on the texts on their biographies to use any hashtags. Visit Turku was the only city DMO giving their profile visitors a possibility to direct message them. Helsinki had the most followers and Turku was tweeting the most actively. Porvoo, Jyväskylä and Vantaa did not even have Twitter accounts. Hanko had a long pause in using their Twitter account between 2015 and 2017. Whereas, for example Tampere and Turku had two accounts for both, domestic and foreign travellers.

In conclusion, the city DMOs activities on Twitter varied drastically. Some of the cities clearly did not see it as a useful channel for their marketing whereas some of the cities had even two accounts. On Twitter, as on any other channel, companies should have a direct message option on their profile for possible customers. They should encourage people to use their hashtags, but also remember to use those themselves.

6.2.5 YouTube Analysis

YouTube is the second largest search engine on the Internet. It reaches people from 18 to 49 years more than any other broadcast or cable network on mobile. More than 3.25 billion hours of videos are watched each month. (Collins 2017.)

The importance of YouTube today, is visible from the idols that young, 13–19-years-old Finnish teenagers follow. The top 5 of who they look up and follow the most on social media, were Finnish YouTubers. (Tubecon 2017.) Therefore, it is an important channel to analyse and should not be neglected when making a strategy for any marketing organization.

Measuring the performance and setting up campaigns is easy with YouTube Creators Studio. Videos should not be more than 2 minutes long to keep the viewer interested. However, YouTube is also great channel to publish longer and in-depth content for the possible customers. (HubSpot 2017.) In the YouTube Analytics, one can easily see how long the videos are being watched. It tells the marketer valuable information, for example if the content is interesting enough or if it is too long. (YouTube 2017a.)

The benchmarking of the 10 Finnish cities showed that YouTube clearly was not the main channel of communication on social media for any of the cities. There were great differences between the actions of different cities. Some cities like, for instance, Turku, published frequently on YouTube. The videos of Visit Turku had an average number of views, but relatively less subscribers, which may have been, because of the poor quality and editings of the videos. Many, just like the city of Porvoo, did not publish there frequently and just like for Espoo Marketing YouTube has probably been used more as place to store the videos for sharing them on the other channels.

Visit Tampere was a great example, of how to use YouTube. As Visit Rovaniemi, they had customized their channel so that when a new visitor entered their channel, a trailer video with a catchy header and a short description started playing. Visit Tampere's videos were simple, short, and good in quality. Some of their videos had subtitles, which makes it possible to deliver the wanted message to the viewer even when the device is on the silent mode. The moods and emotions were well presented and there were a lot of people in the videos, which made the videos relatable to the watcher.

The moods and the main attractions were visible also in the videos of Visit Espoo. The influencer effect and its effectiveness were recognizable from Visit Espoo's "Peltsin

kanssa Nuuksiossa - esittelyssä Reitti 2000 maastopyöräillen” video. The video on Visit Espoo’s channel is with a tv personality with Mikko Peltola, had over twice as many views as another video published earlier on the same month. (YouTube 2017b.)

In the YouTube videos, most of the cities use short descriptions. Most of them have a maximum of 3 sentences. Those included information of the video in short, such as the producer and the editor, for instance. Most of the cities also did not have their hashtags on YouTube, which does not really encourage people to use them in the other channels. Visit Rovaniemi had a Christmas campaign on YouTube where they told people to use their hashtag for others to identify that the videos were meant for them. Visit Jyväskylä also had a bunch of video challenges and the video names had identifying hashtags in them.

Many of the destination marketing organizations’ channels were unclearly identified. For instance, Visit Porvoo and Lahti had their videos only as playlists on the city governments’ channels. Some channels, like Visit Espoo, Helsinki and Tampere had their video playlists clearly divided. Vantaa’s channel used in the benchmarking, was clearly mainly targeted for the locals, but at the same time, there were videos that were meant for the international travellers.

All in all, YouTube is an important channel for the marketing companies, but the ones benchmarked used them multiple ways. The amount of content did not always lead to more subscribers nor views. The videos should be short and good in quality. They should deliver stories and they should be possible to view also when the device is on the silent mode. They should arise positive feelings and be relatable to the audience. The videos on YouTube should keep the viewers interested.

7 Objectives and Strategy

The final product of this thesis is a social media marketing strategy for Visit Espoo. The strategy was based on the findings from the theoretical background, benchmarking, comparisons, and trends. It includes a content plan.

Content, information communicated by the media, can be either hedonic or functional (Ashley, Tuten 2015, 15–18). The content plan for Visit Espoo, includes both. Marketing, such as giving tips for travellers, is important, because when a consumer's knowledge of a brand increases via social media, the emotional attachment to the brand rises at the same time (Ashley, Tuten 2015, 15–18).

As stated, the goal of Visit Espoo, is to support the local businesses and to create awareness of the services and travel opportunities in the area. The social media marketing strategy focuses on positive image creation, engaging the target audiences, and creating views to get more visibility. The social media channels also work as a supporting module for the web service of Visit Espoo. The internal resources of Visit Espoo are considered when setting up the strategy. The responsibilities and skills are discussed in later in the Tactics chapter.

The motivations of the consumers should be considered when communicating the brand. Those can, for instance, be, entertainment, informativeness, and irritation. The orientations of people using social media are argued to be relationship, self and the content. "Relationship" reflects to interaction, whereas "self", is about individuals' needs. Studies suggest that brand should focus on freshness, frequency, dialogue, and presence when managing social media. (Ashley, Tuten 2015, 19)

A more positive image for a city is created by making the actions on social media more effective. The detailed actions are stated in this strategy in the form of a content plan that is visible as an appendix at the end of this thesis. The strategy part focuses on the improvements that have to be made, based on the benchmarking and the remarks of the studies on the current trends on social media. The strategy is discussed channel specifically. The overall emphasis is to activate and engage the customers and to interact and communicate with them to create the sense of communality.

The Sales Funnel, discussed in the Social Media Marketing paragraph, is considered on all the posts. The goal is to reach the people from all the levels of the sales funnel, the leads, prospects, and the customers. All the factors of the AIDA model are taken into

consideration. The maximum visibility is optimized with the hashtags, posts, and competitions. The visibility requires commenting, since makes the posts visible to more people and therefore helps creating leads and “Attention”. This includes also the fact that Visit Espoo must like and comment on other peoples’ posts and comments on all the channels. The prospects are engaged with Visit Espoo’s brand to create “Interest” and “Desire”, to get more visitors and customers for the services in the area. The memories of the customers, the ones whom already visited Espoo, are empowered, by reposting and asking tips as well as questions. The “Action” factor is considered by direct landing pages and clear information on each channel.

The target group of the strategy is both men and women of all ages in Espoo and in the capital region of Finland. Everyone from outside the region are also taken into account on social media, even though they do not belong to the main target group. Therefore, the posts are done both in Finnish and in English.

The channels are chosen and maintained according the trends and metrics discussed earlier in the Social Media chapter. Therefore, the following part of this thesis is divided into specific strategies for the website, Facebook, Instagram, Twitter, and YouTube. Each channel has somewhat different target groups and style and therefore, it is important to focus on each channel at a time to ensure making the strategy as effective and understandable as possible. Some ideas may depend on the resources available at that moment.

7.1 Website Strategy

The website strategy is discussed shortly, because the content and the links shared on the social media channels of Visit Espoo support their web services. As stated in the Website Analysis chapter, websites should create “Desire” with appealing and informative content to guide people to “Action” and to the next level on the Sales Funnel, to become a customer.

Visit Espoo should consider replacing the big image on their first page with a video. The video, could be some of the ones they already have on their YouTube account, but cut shorter. To arise an instant positive image, the video should have people smiling on it. The appealing content and an emotional connection of would create “Interest”. The videos could be even done as co-operation with some school.

The websites should be considered to set available also in German, it being the biggest foreign travel group in Espoo in 2016 (Espoo Marketing Oy 2017d, 2). The future focus

should be on optimizing the websites for mobile. There could be tried a question form for the customers, that would work regardless, of whether there was customer service available at that moment. The customers could fill in their e-mail addresses and expect an answer to the question or feedback as soon as possible.

On the website, there could also be a direct booking possibility, powered by, for instance, by Booking.com, to ensure a possibility for the customers for direct “Action”. The links with the symbols to the social media channels and for sharing for instance the video on the main page, should all be clearly visible at least in one place, preferably without the customer having to scroll down the page. The hashtags should be visible to remind customers to use them.

Visit Espoo was among the only two cities that had a blog on their websites. If it is to be kept, they should write there more regularly to engage the readers. It should be supported by posting and quoting on the social media channels. The new trainees could write there always when they start their internship and get to know the main attractions.

What comes to the blog, Visit Espoo should also utilize the influencer effect more by getting external, and better-known bloggers to write blog texts about Espoo. It would save time and people resources within the company and it might give more authentic feeling for the readers. This would arouse the audiences’ “Interest”.

7.2 Facebook Strategy

All the stages on the Sales Funnel should be considered in Facebook. To create “Interest”, the cover image could be replaced with a video for some time. The customers should be activated by asking their best memories in Espoo and the locals could be asked to share some insider tips, to remain the engagement rate over 7 %. This way the “Interest” of the possible returning customers is maintained.

Pictures should be utilized in all the posts to draw more “Attention”. The hashtags could be embedded to the them pictures, for instance, in Canva.com. The people should be encouraged to use the hashtags #visitespoo #enjoyespoo and those should be used by the DMO itself in every single post.

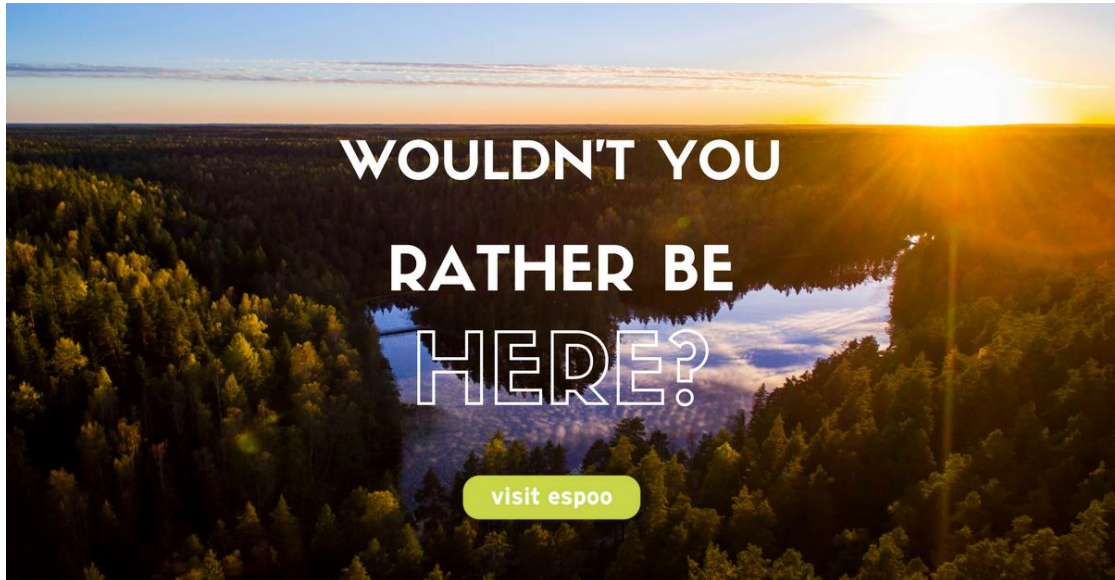


Figure 8. An example Facebook cover image for Visit Espoo edited with Canva. (Edited. Visit Espoo 8 August 2017)

Above, in the Figure 8. there is an example Facebook cover image for Visit Espoo, where there is a CTA added on their picture of Nuuksio National Park. For the editing the author used Canva.com.

To differentiate from people's usual feeds and from the other city DMOs, different types of posts should be utilized. The 360 pictures could be shared. Those can be even taken with normal smartphones, with the panorama function. Facebook Live should be utilized whenever there is a possibility, for instance, from a trip to Nuuksio or whenever there is an event that can be shared, like the Finlandia Trophy figure skating contest in Metro Arena.

Otherwise, the Facebook pages can stay as they are. It is important to keep the chat window there and keep the user online during the working hours. In the "Information" section, there is the "Story", where all the information was in English, but the after the call to action (=CTA) to visit their website, the landing page of the link is in Finnish. It is quite a small thing, but it should be changed to <https://www.visitespoo.fi/en/>. This would make the prospects road to become a customer easier by more direct "Action".

7.3 Instagram Strategy

On Instagram, Visit Espoo, should continue posting every day as they have been doing so far. There should be more self-created content. Reposting should also be done, since it enforces the feeling of community as well as the experiences and enhances the memories of the travellers. In picture posts they could ask the people to share their tips for visiting

Espoo in the comments, to activate the customers. This would empower the memories and the “Desire” of the possible returning customers and create awareness on the others.

The types of posts should be broadened. There should be slideshows, Boomerangs, and short videos. Instagram Stories should be utilized, and questions could be asked there as well with the Poll feature. It would cover the Snapchat alike functions and the age group. Also, Instagram Live feature, could be utilized whenever there is an event that could be filmed. By different content they would create more “Interest” of consumers.

The style of the images should stay as good as they are now. The pictures should be colorful and of good quality to create “Interest”. The content plan has colour codes for the pictures to give a direction for consistency of the theme and to create a more appealing look for the profile.

The same hashtags as in other channels should be utilized in each post. There should be at least 11 of them (Hutchinson 2016). In addition to reposting, Visit Espoo should like and sometimes shortly comment on peoples’ pictures of Espoo to give and get more “Attention” and to create more views.

The text in the biography should be more unique to gain “Desire”. It could include a compelling offer, for instance: “The official Instagram account of Visit Espoo. Espoo is a city in the capital region of Finland. It is like Finland in miniature: multiple shopping opportunities, variety of museums and pure nature as in Lapland. Follow us and use #visitespoo #enjoyespoo #winter/summerespoo.” There should also be a link to the seasonal or theme pages to ease the path from prospects to customers.

As stated in the situation analysis according to the Facebook IQ study made (2017), the ads on Instagram get more attention than in any other feed based platform. Therefore, the sponsored Facebook campaigns should be brought to Instagram. There should be also contest or giveaways on Instagram done as a cooperation with some partner companies. This would result more followers (Ross 30 November 2017). It would arise the “Desire” by making them want to use the services and travel to Espoo.

To create “Desire”, Visit Espoo, could start a picture contest where the customers would be asked to share images, for instance, of their best moments in Espoo with the hashtag #momentsinespoo, and the winner, chosen by a lottery, would win free tickets to an event or sight in Espoo.

To get more “Attention”, they should have posts where people would tag each other. It would create more engagement and views for the profile. The content plan has an example where the people are asked to tag a person who they would take ice skating with them to the Tapiola Ice Garden.

7.4 Twitter Strategy

To get more “Attention” and views, on Twitter just like in all the other channels, the hashtags should be used in each post, and mentioned in the biography. There should be set the direct message function to their profile to make the “Action” easier for the prospects.

There should be used more images to gain more “Attention”, which means more impressions, profile views, likes and engagement. Visit Espoo should use Hootsuite as a tool to plan, pre-schedule and to follow partners and competitors’ actions (Hootsuite 2017).

To analyse competitors’ actions and to take, for instance, a quick daily look at what is happening in the industry, Twitter Visit Espoo should utilize Twitter lists and Hootsuite. They should always try to utilize the trending keywords in their posts to gain more visibility.

Retweeting and commenting based on the hashtags should be done to create “Interest”. Some of the tweets could be made in Canva.com. The cover image should be colourful and have, for instance, happy people in it to give positive vibes.

7.5 YouTube Strategy

As mentioned above, Visit Espoo uses YouTube mainly as a source and storage for videos (Saari 13 November 2017). All the videos there, are made by professionals. Visit Espoo’s YouTube account belongs to the zone 3. Social Entertainment of Social Media. To maintain the quality and bearing the people resources in mind, YouTube should be kept the same way as it is now. Only minor corrections should be made. Since content will be seldom published, YouTube will not be included in the content plan.

The videos should not be more than 2 minutes long, however the content should be more in depth, than in the other social media channels to create “Interest” and “Desire”. The “Summer in Espoo” video is a great example of a short, but interesting video. Otherwise, storytelling should be used to keep the audiences interested. Their video with the well-

known Finnish speaker and TV persona Mikko Peltola is a good example of that. It was published later than the other videos, but reached quickly more “Attention” and views than any other ones. Whenever, there is a video with a story, subtitles should be used to ensure that the video can be viewed, and the message delivered, wherever the person is watching.

The content could be more about the people to create more “Interest”. The moods are already conveyed quite well to the audiences. However, there could be more people smiling and constant movement in the videos. This would help in creating a more positive and compelling image of Espoo as a destination for the travellers.

When considering the type of the content to be published in the future, the influencer effect should be kept utilizing to create “Interest” and “Desire” among the audiences. Sequels for the videos with the same famous Finnish persona could be made. The influencer could show some other attractions in Espoo, for instance, EspooSeaGarden. They could also follow the example of Visit Lahti, and make a video with multiple well-known people from Espoo, telling what they like the most in the city. These people should be from different age groups so that more people could relate to them or find the videos more interesting and relatable. Due to the fact that the Finnish younger generations idolize the YouTubers the most from any other people, a collaboration with some Finnish YouTuber should be considered.

When it comes to the video descriptions, they should be kept short as most of the cities already do. YouTube shows only 3 rows of a text unless the viewer clicks on the “show more” button. The video names and the descriptions should be interesting and captivate the readers’ attention. There should be CTAs to create “Desire” and links to the most suitable landing pages based on the content of the videos to make the customer journey shorter.

The cover image should be changed to a more attracting one with brighter colours and better quality. It could be the same as in the other channels. A trailer video should be chosen for the new visitors of the channel.

8 Tactics and Actions

The tactics are discussed in this part of the thesis and the detailed actions are identified in the form of a content plan. The content is based on the 4 zones of social media that were presented earlier in the Social Media chapter of this thesis. All the stages of the Sales Funnel and the factors of AIDA model are considered. Since the social media marketing strategy is targeted for the travellers and not for the partners, the sales oriented nature of the zone 4. was left out.

The current trends were utilized in the strategy and the content plan. The content plan is visible as an appendix. The content plan Excel sheet has 5 tabs in it. The first tab has the constant and seasonal themes together with the contests, campaign ideas explained. The second tab has a weekly calendar to give an overall image of the actions for the user. Then there are detailed plans for Facebook, Twitter, and Instagram for one week.

The themes, Winter Fun, Events, Families, Culture, Nature (Nuuksio National Park) are the ones that Visit Espoo has on their websites. The heading and the content of the Winter Fun page changes according to the season in hand. The seasonality and new attractions and events influence the content of the websites. On these sites, the content often leads directly to the service providers' own pages. The on-going Christmas Lunch Facebook and Instagram campaign is shortly presented. It is a sponsored add that leads to the websites of Visit Espoo. It should be supported in the other posts and links on social media channels.

There are two different contest ideas presented. As stated, contests create "Desire" in the prospect and make the want the product (Hassan & al. 2014, 267–268). The both contests are with their partners that they have not had any contests this year yet. To highlight the culture in Espoo, the first one is a contest where two people can win two tickets to the Espoo Modern Art Museum, EMMA as a pre-Christmas gift. To take part in the contest, they must tag the person who they would take there with them. It is in Finnish due to the target group. The second one is with Sea & Mountain Adventures to highlight the nature. There the contestants can win tickets to meet the Santa and its reindeers in Nuuksio National Park by commenting their best Christmas memories. There is also a short mention of a blog post that a new trainee could make. It could be about her experiences when she go to know The WeeGee Exhibition Centre.

Even though the content plan is very detailed, it leaves room for the events that are not published yet. It is directive and it does not have to be used from word to word. The

internal resources were taken into consideration. Therefore, as stated earlier, YouTube was left out from the content plan. The Marketing and Communications Coordinator should regularly check YouTube Analytics. Also, the website was left out due to its large scope.

The actions, such as the responsibilities are discussed in this chapter. It is important to communicate and to follow the actions of each person on the corporate social media channels. The content plan helps to give an idea of what is going on and makes the co-operation easier. This way, the overlapping posts and actions will be avoided. Hootsuite is a tool that can be used simultaneously by many workers with the same user account. Therefore, Twitter can be easily managed by multiple people, which is helpful since, the channel itself requires more posts than other channels. In Facebook, the scheduling of the posts helps to keep the posts and their timing under control.

Multiple people manage the websites as well; however, the responsibilities are divided into business and leisure sites. The Communications and Marketing Coordinator is responsible for most of the content. She has the skills for fun and creative writing. The Webmaster controls the functionality of the website. The communication of the website analytics should be open. Other people within the organization should be taught how to quickly check the Google Analytics. This would help each person to understand, where to emphasize their actions on.

The blog on the website has been managed by all workers of the company. However, the new interns could do posts of the main attractions when they visit them the first time, as stated earlier in this chapter.

Instagram has been under the control of the Marketing and Communications Coordinator. The interns have also helped with it. Depending on the living place, whether it is in Espoo or not, and the photographing skills of the trainees, they could post more self-created content to their Instagram feed, and to the stories feature. The Marketing and Communications Coordinator's skills of creative writing should be utilized in Instagram captions for storytelling.

The content plan is tested, and its usability was discussed with the Marketing and Communications Coordinator Hanna Saari. Her evaluation as well as the author's own experience on the strategy are discussed under, in the "Conclusions" chapter of this thesis.

9 Control

Each channel has their own platforms to control and to follow the performance. This part will shortly present them and a few external tools. The statistics of the performance give an idea what suits the target group the best and of what kind of content should be published in the future.

To know the audiences, the website statistics should be followed regularly on their website providers' analytics platform and on Google Analytics. The focus areas should be the scroll-depth and the active time on page. The bounce rate and the pages per visit should be checked to see how compelling is the content. Those should be checked regularly. To consider the need for the blog, the amount of views and the traffic sources should be checked. The traffic sources should be checked also to know, which channels bring the most visitors to the websites.

On Facebook and Instagram, Visit Espoo should follow the reach and the impressions to know how much "Attention" they are getting. The reach shows the amount of people who have seen a post. The impressions tell the marketer the sum of how many times people have seen a post. The same posts may have appeared on a person's feed, multiple times. For instance, one person can have seen the same content multiple times on Facebook, due to sharing, commenting, or reacting. (York 2017.)

The deeper follow-up on the performance on Facebook should be done with LikeAlyzer.com, focusing on the engagement rate, which is calculated from the people talking about the profile with the total number of likes. LikeAlyzer gives a quick and direct overall image of the performance for the marketer without any extra trouble. When the benchmarking of this thesis was made, Visit Espoo's engagement rate was 7, and it should remain above it. The number of reactions, comments and sharing of the posts gives also an image of the level of the engagement. Better engagement can lead to more likes on the Facebook site. (LikeAlyzer 2017.) The engaged fans are the prospects on the Sales Funnel.

In Instagram, Visit Espoo should check the Insights daily. It tells the weekly overall check for the business profile user. It also gives valuable information for the future campaigns and even for the picture types. For instance, the gender, the location, and ages of the followers are shown. It also shows, how many times the link in the biography was clicked.

To get more detailed information about the performance in Instagram, Social Rank should be utilized. There the focus should be on the most engaged and valuable followers. Those should be considered when commenting, for instance, to make them get up on the next level on the sales funnel to become customers.

In Twitter Analytics, Visit Espoo should check the monthly highlights to see, which types of tweets are performing the best and getting the most “Attention”. They should check how many impressions they are getting. In the native platform of Twitter, the impressions mean how many times a tweet was shown on a persons feed. The profile visits and the number of profile visits, followers, and their demographics should be analyzed there. Deeper analysis of link clicks, Retweets, likes and, replies can be also saved as a PDF. (Twitter Analytics 2017.)

SocialRank can be used also for Twitter, and to see who its most engaged and valuable followers are, to know who are the most potential customers, the prospects, or otherwise give you the most visibility and “Attention”. (Social Rank 2017.)

In YouTube Analytics, the videos, their length, traffic sources, and watch time duration should be analysed to follow what keeps the viewers interested, how long they stay interested, what type of content should be made in the future. It also gives other important information, for instance, where the viewers come from and what devices they use. (YouTube 2017a)

In conclusion, the analytics of each channel should be checked regularly. The communication of the statistics should be open. Understanding the statistics gives ideas for the future post types and for targeting. By following the statistics, Visit Espoo will see the areas for improvements and the future opportunities.

10 Evaluation of the Process

During the internship that the author of this thesis made in Espoo Marketing, she had a possibility to execute some parts of the strategy. The author was part of creating a video post for the Facebook profile of Visit Espoo. The responsibility of the actions on Facebook was delimited so that there would not be too many people behind the wheels. This was necessary, to keep the content and the theme of the posts consistent. The Marketing and Communications Coordinator was held as the main person in charge. The Project Coordinator from the business tourism side, was left with the access to the Facebook profile to ensure the access to the sites in case of any emergencies.

Daily in Instagram, the pictures with the hashtags such as #Espoo #Nuuksio and #visitespoo were searched and liked to get the peoples' attention to get more profile views, mentions and followers. Each post was chosen so that it would suit the earlier ones to keep the overall look of the profile attracting. The people commented on the posts more and thanked, for instance, from repostings. The storytelling, questions, tips, and greetings were used as captions. Multiple post types, slideshows, videos, and the stories functions were utilized.

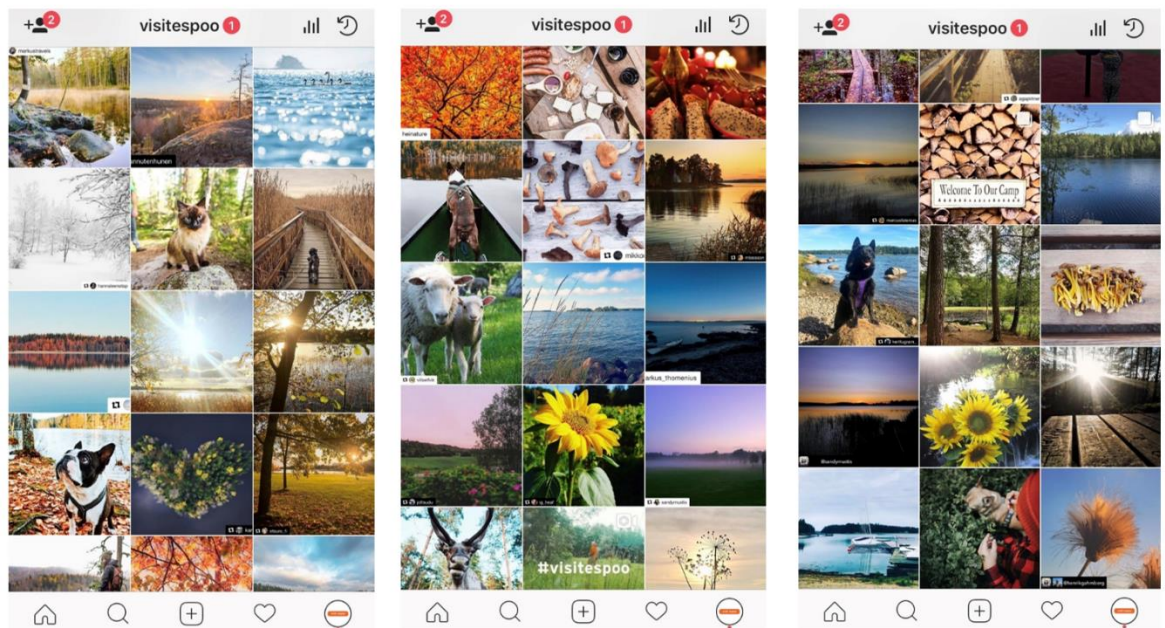


Figure 9. Instagram Feed of Visit Espoo in the Autumn 2017 (Instagram 2017c)

The profile exceeded the number of 3006 followers. At the beginning of the benchmarking analysis in 21 of July 2017 the total number of followers was 2829. The number of likes got higher and higher by each post at the end they were gaining 100–250 likes per picture. Since the author finished her internship, the number of likes dropped. The posts were done either at 8 a.m. or after shortly after 16 p.m.

Before the author started working at Visit Espoo, they had a regular Instagram account. The account was changed into a business profile. The links in the bio were changed depending on the campaign at hand. Previously the link was always guiding to the main page on their website.

In Twitter, there were done minimum 5 posts daily. The same hashtags as in Instagram were used to find, like, retweet and comment peoples' posts to create more "Attention", views and engagement. Twitter was used to share events and retweet pictures. Pictures were posted as much as possible. The hashtags were aimed to use in each Tweet, however fitting them to the texts was challenging. The Twitter cover image was changed to one that suited the most the autumn season and the main pull factor Nuuksio National Park. The interaction with the people was rather successful. There was, for instance, a conversation with a local woman who thanked Visit Espoo from posting about a movie event that she would have not otherwise noticed. That showed the potential of Twitter when it comes to the concept of WOM marketing.

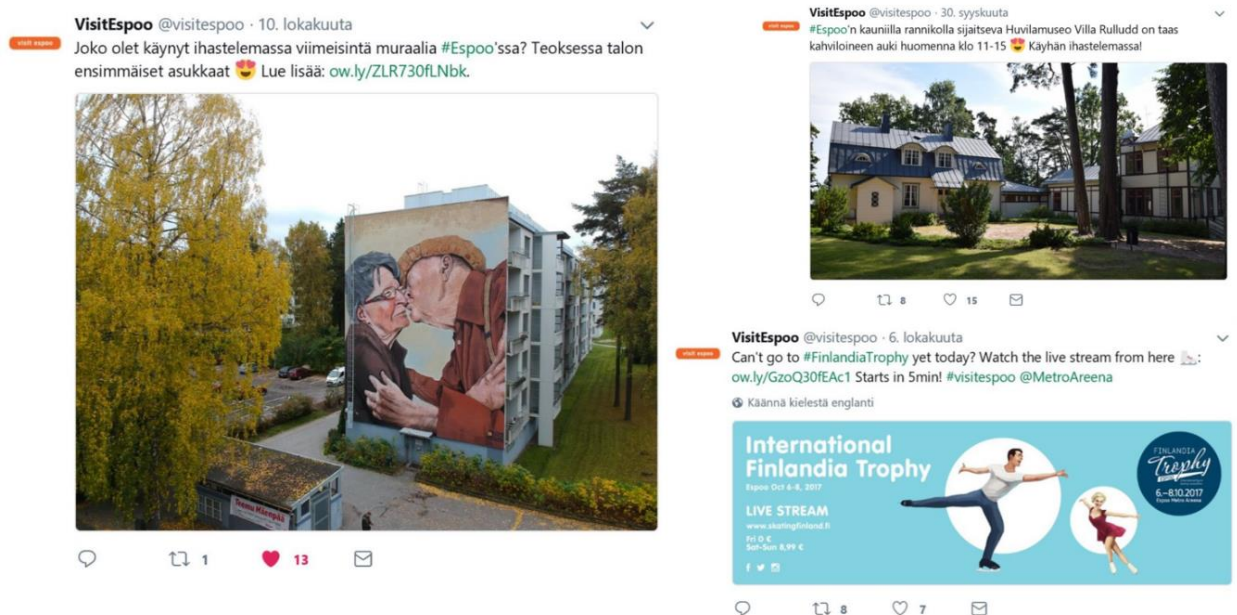


Figure 10. Some of the most engaged Twitter posts of Visit Espoo in the Autumn 2017 (Twitter 2017c)

In YouTube there was hidden a video greeting from an ambassador, since it was not suitable for the profile's consistency. The analytics were viewed, and a new two new videos were posted.

The Marketing and Communications Coordinator was interviewed to discuss the usability and the value of the content plan for Espoo Marketing. The person interviewed is responsible of all the content targeted to the leisure tourists in the e-marketing channels of the company. The questions were based on the objectives of the marketing strategy.

The Marketing and Communications Coordinator stated that it was beneficial to see an overall image of their social media marketing from an external viewpoint. She stated that when creating the content, one easily gets “blind” to it, which decreases the creativity. She stated that from the content plan, she got concrete ideas that she used in her planning, for example events that she added to the seasonal web pages. (Saari 13 November 2017)

The coordinator stated that the content supports the communication of the positive image and feelings. She stated that the content plan follows their already existing casual policy on Instagram of communicating positive spirit, vibrations, and moods of the city by pictures and compelling captions. The content planned for Twitter, follows well the earlier alignment of communicating the events, with a lower threshold and more often than, for instance, in Facebook, where they only post the biggest and the most important events. (Saari 13 November 2017)

The coordinator expressed that the content was stimulating, and the posts were planned so that they would get the maximum attention and views. For instance, the Instagram post with a question “Who would you love to go ice skating with?” was about Tapiola Ice Garden, which happened to be one of the most liked post’s topic on Facebook in the past. (Saari 13 November 2017)

The coordinator said that the competitions in the content plan were successfully planned. Those were multi-channelled and would engage by empowering the memories of the people. The commissioner found the posts relatable for the people. The content plan answered to the company’s need for more interactive content. She stated that the planned continuity with the reposting in Instagram and Twitter is beneficial for the brand. (Saari 13 November 2017)

The commissioner was asked if the content plan followed the company’s aim to support the tourism and local businesses. The coordinator stated that it brought the smaller companies visible, which often is not easy. It helped to communicate the overall image and mood in Espoo from different angles. The different themes and pull factors such as the nature, culture, events were well present. She stated that the content plan considered

the whole Espoo and its various offerings, such as the EspooSeaGarden. The content was found continual and consistent. (Saari 13 November 2017)

The final question was about how well the content plan suited the target group at hand. The interviewee stated that it was well targeted for the mass. The coordinator wanted to point out that she already had utilized the ideas from the content plan in the planning of the content in their webservice, even though that was not the main purpose. She got to know events in the area that she had not heard about yet. She stated that the freedom for changes and to leave some part blank is often needed. Therefore, there could have been even less planned. She stated that the social media channels are in their use to support their main channel, the web service and the themes and the seasonality there. (Saari 13 November 2017)

The coordinator stated that the external viewpoint underlined the need of thinking the content from the target groups needs and wants. She found the content plan helpful and at least it will give her help for extra ideas. She stated that the content plan is especially useful tool during the seasonal peak times like Christmas. (Saari 13 November 2017.) The interview was made in the week of the West Metro release.

The fact that YouTube was left out from the content plan was found as a good solution. However, the coordinator doubted the future of it due to the today's trends that were presented earlier in this thesis in the chapter 4.1 (Saari 13 November 2017)

As stated, on Facebook they post only the biggest events. She questioned the need for the 3 posts per a day on Facebook. All the channels support the content on their web services. The coordinator stated that the content plan made her realize the need for the different channels supporting each other more by consistency and repetition of messages on different channels. (Saari 13 November 2017)

11 Discussion

The marketing strategy turned out beneficial for Espoo Marketing. It followed the objective to make the social media marketing of Visit Espoo more effective and improved the brands overall image. (Saari 13 November 2017.)

It gave them the needed external view of their actions on social media. The commissioner found it useful, since it was based on the needs and wants of the consumer. The strategy made them realize the need for more consistency and repetition on each channel for them to support each other. The content plan gave them extra ideas even for the websites content, even though the website was not part of the content plan. (Saari 13 November 2017.)

As stated in the introduction, the author did her final internship for Visit Espoo. There she had a great possibility to implement some parts and ideas of the strategy. The knowledge and deep understanding of the situation gave her a huge benefit for the internship and for finishing this thesis. All the information that the writing process taught, will be beneficial for her future working life.

The topic of the thesis and the social media marketing in general were interesting to write about. However, the constantly and rapidly changing nature of the social media and its trends made the search of the theoretical background rather challenging and time consuming. The thesis writing process was started in June 2017 and was meant to be finished at the end of August 2017, so that just a little trimming would have been left after the 2,5 months internship period. However, as the concept of social media marketing turned out harder than expected, the process of finding updated scientific information about the marketing strategies and finding trustworthy theories of the concept, took longer than expected. This caused the fact that the thesis had to be finished a bit under pressure. However, without the author making the internship there in the meanwhile, she would not have had as good knowledge for finishing the strategy and the content plan as she did now. In the end, as the Marketing and Communication Coordinator stated, the content plan was excellent for busy seasonal times such as the upcoming Christmas with its campaigns, it happened to suit well for the time planned.

Delimitations for the thesis had to be made. The focus was kept on the marketing and not on selling the partnerships nor marketing spaces. This thesis strategy focused on promoting the services and on the positive image creation. The CRM and human resources of Visit Espoo are handled in completely different channels such as Podio.

In addition, with the challenges regarding the time management, some tools turned out not to be as simple as expected. Social Sprout as a tool shows valuable information about the actions on social media. However, the demo version that was used in this thesis, did not function as well as it could have had. First it did not find the information from all the benchmarked cities' users. Then the analysing had to be started from all over and the previous measurements disappeared. Therefore, the deeper Instagram analysis are only from the short period starting from the 21 of July and finishing on the 9 of August when the free demo period ended.

What comes to the benchmarking made, it would have been clearer to have one tab for each channel. The factors for the analysis were difficult to choose for the channels that did not have any well-functioning external tools to be used. Therefore, the benchmarking was based on the mixture of qualitative and quantitative research.

When the benchmarking process started, turned out that Visit Helsinki was undergoing organizational changes. The name of the company was recently changed to Helsinki Marketing (Helsinki Marketing 2017). By the word of mouth, the author heard that Visit Helsinki was about to change their channels brand name to MyHelsinki. The author could not find any justification for that and it made the benchmarking challenging. For instance, on their Instagram their user was under the name of MyHelsinki. However, for MyHelsinki, there was made a completely new website (MyHelsinki 2017). In Twitter and Facebook, there were two active users for Helsinki Marketing. In YouTube the user was with the old name. The old sites were used for benchmarking of the website, Facebook, Twitter, and YouTube, since the organizational change was still under its way.

The writing process of the thesis created ideas for further research. The scope of the thesis was quite large, and delimitations had to be made. Since, the target group of the thesis was the leisure tourists and the aim to market the city and the positive image for them, the selling oriented zone 4 of the social media was mostly left out. Another strategy could be made for the customer relationship management or for the human resources communication via social media.

The marketing targeted for the business travellers and for the international tourists could be planned. The paid advertising was left out from this thesis, but it could be planned as in the form of another thesis to maximize its benefits. It could include a few campaign ideas.

The objectives were met to improve the social media marketing of Visit Espoo. It happened by small improvements on different channels that built the image of the city more appealing. It was visible in the engagement on different channels. Especially on Instagram, more likes, commenting and followers were gained. On Twitter more interaction was stimulated. The overall image on Facebook and YouTube were improved. By continuing to follow the strategy, its benefits will be even more visible in the long term.

All in all, this thesis taught the author valuable information of the concept of social media marketing and its functions for the future working life. The deep understanding and the knowledge was beneficial for her internship at the Espoo Marketing. The strategy gave the company an external overview of their actions and concrete ideas for improvements.

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Appendices

Appendix 2. Benchmarking of the 10 Finnish Cities Actions in Social Media

PLATFORM/ DESTINATION	Websites	Facebook 	Instagram 	Twitter 	YouTube 	Other	Comments	
Esppo https://www.visteepoo.fi/en/	Theme: Light green Foreign languages: 4: Chinese, English, Russian and Swedish. Chat: No. Blog: Yes, Times Links to some channels: Yes, but not in one place nor clear. Analysis: The first thing one can see when visiting the website is a sunny picture from the sea, which states: Experience Espoo - The theme is consistent and the navigation is made easy.	Likes/Vz per rank: 85. Likes: 9,539 Posts per Day: 1.08 Likes/Comments: 8. Shares per post: 112. Picture/Posts: 50 % Video/Posts: 4.2 % Text/Posts: 45.8 % Engagement Rate: 7.43 % Hashtags: Using Analysis: According to Likes/Vz, Visit Espoo should consider posting more between 12-15 PM. They should also activate customers more by asking questions.	Posts: 973 Followers: 2814. Engagement per Media: 100. Bio: The Official Instagram account of Visit Espoo. Avatar: Espoo. Header: Espoo. Hashtags on posts: #visteepoo Shared with a hashtag: 24,080 Reporting: Yes. Colours: Dark, green, colorful and with strong contrasts. Type: Only pictures. Storytelling: No. Frequency: Multiple times in a week. Analysis: They are not creating their own content. Reposting activates the customer and gives them attention.	Tweets: 6,520 Following: 406. Followers: 1,767, Likes: 3,529. Activity: Daily. Bio: This is an official twitter account of Visit Espoo. Avatar: Espoo. Header: Espoo. Hashtags on posts: #visteepoo Shared with a hashtag: 24,080 Reporting: Yes. Colours: Dark, green, colorful and with strong contrasts. Type: Only pictures. Storytelling: No. Frequency: Multiple times in a week. Analysis: They are not creating their own content. Reposting activates the customer and gives them attention.	Subscribers: 35. Views: 11,184. Videos: 4. Liked videos: 25. Type: Green, calm and consistent. Frequency: ~ 1 video in a year. Video descriptions: Only a little information in the old ones. Hashtags: Using Analysis: The videos are good quality. The music fits them well. In most of the videos there are no CTAs.			https://www.visteepoo.fi/en/ https://www.facebook.com/Visteepoo/ https://www.instagram.com/Visteepoo/ https://twitter.com/Visteepoo https://www.youtube.com/user/VisteepooTV https://vk.com/visteepoo
	Theme: Light green, grey and orange. Foreign languages: Navigation: 5: English, Chinese, Japanese, Swedish, Russian and German. Texts, with navigation in English: 4: Estonian, French, Spanish and Italian. Chat: No. Blog: No. Links to some channels: Yes, clear. Analysis: There is a slide show of pictures with links to other pages. There is a possibility to booking by booking.com, which most of the state do not have.	Likes/Vz per rank: 85. Likes: 83,770. Posts per Day: 1.93 Likes/Comments: 8. Shares per post: 533. Picture/Posts: 54.2 % Video/Posts: 8.3 % Text/Posts: 37.5 % Engagement Rate: 6.6 % Hashtags: Using Analysis: Compared to the amount of likes, the people are not very much engaged.	Posts: 1,956. Followers: 72.8K. Engagements per Media: 2,803. Bio: Daily pics of the best of Helsinki. Official city account. To get featured, share your stories. Avatar: Helsinki. Header: Helsinki. Hashtags on posts: #myhelsinki, #helsinki, #visteelsinki. Shared with a hashtag: 97,175 Reporting: Yes. Colours: Dark and colorful with strong contrasts. Type: Mainly pictures. Some slideshows and very few videos. Storytelling: Yes. Reposting: Yes. Frequency: Almost every day. Analysis: They are giving tips and asking for opinions and other questions. They post very frequently.	Tweets: 7,253. Following: 205. Followers: 30K. Activity: Daily. Bio: Official Twitter account for Visit Helsinki. Avatar: Helsinki. Header: Helsinki. Hashtags on posts: #myhelsinki, #helsinki, #visteelsinki. Shared with a hashtag: 97,175 Reporting: Yes. Colours: Dark and colorful with strong contrasts. Type: Mainly pictures. Some slideshows and very few videos. Storytelling: Yes. Reposting: Yes. Frequency: Almost every day. Analysis: They are giving tips and asking for opinions and other questions. They post very frequently.	Subscribers: 2,881. Views: 670,455. Videos: 30. Liked videos: 25. Type: Culture and nature. Frequency: ~ Monthly. Video Descriptions: Short, CTAs and links to the main pages. Hashtags: Using Analysis: Their most liked video is a music video about the city, which is different. The videos are quite long. From a minute to 4.		Theme: People, events and architecture	http://www.visteelsinki.fi/en https://www.facebook.com/visteelsinki/ https://www.instagram.com/myhelsinki/ https://twitter.com/Visteelsinki https://www.youtube.com/user/Visteelsinki

<p>Porvoo</p> <p>https://www.visitporvo.fi/visit-porvoo</p>	<p>Theme: White and red. Foreign languages: 3. Swedish, Russian, and English. Chat: No. Blog: No. Links to bloggers' texts about Porvoo. Links to <i>Some</i> channels: Yes, clear.</p> <p>Analysis: The theme and the fonts follow the old style of the city. They use a lot of adjectives to create positive images.</p>	<p>Likes: 4,465</p> <p>Posts: 583.</p> <p>Followers: 4,465.</p> <p>Following: 147.</p> <p>Engagements per Media: 250. Bio: Porvoo - city of charming moments. @visitporvoo Use #visitporvoo to get featured www.visitporvo.fi. Hashtags on posts: #visitporvoo #porvoo #cityofcharmingsmoments Shared with a hashtag: 18 764 #visitporvoo, 152 085 #porvoo Repeating: Yes. Colours: Colourful, a lot of contrast and warm colors. Type: Pictures, videos, collages and slideshows. Storytelling: Yes.</p> <p>Frequency: Multiple times a week. Analysis: Videos are not posted too often. They are using text on some of their pictures, which makes them more effective. They show a lot of people on their pictures.</p>	<p>No account.</p>	<p>Subscribers: 115.</p> <p>Views: 65,003.</p> <p>Videos: 33.</p> <p>Liked videos: 3.</p> <p>Type: Green, summer and nature. Frequency: Irregular. All the videos with one week in 2015. Video Descriptions: Short. Hashtags: No.</p> <p>Analysis: The channel is linked with the city council's content. The videos are poor quality, but fast. They are about important cultural and nature places to visit.</p>	<p>Flickr, Pinterest, LinkedIn and vk.</p>	<p>Theme: Old, red and white.</p>	<p>https://www.visitporvo.fi/ https://www.facebook.com/porvoo/hanko https://www.instagram.com/visitporvoo/ https://www.youtube.com/user/Porvookaupunki https://www.flickr.com/photos/porvoo https://fr.pinterest.com/porvoo/ https://www.linkedin.com/company/city-of-porvoo/ https://vk.com/porvoo_finland</p>
<p>Hanko</p> <p>http://tourism.hanko.fi/en/</p>	<p>Theme: White/blue. Foreign languages: 2. Swedish and English. Chat: Yes. Blog: No. Links to other bloggers' texts about Hanko. Links to <i>Some</i> channels: Yes, clear.</p> <p>Analysis: The theme and style of the website are clear. The navigation is made easy and there are symbols used to make it clearer. There are a lot of pictures and quotes etc. They ask people to use certain hashtags on Instagram, share of Facebook etc.</p>	<p>Likes: 7,144.</p> <p>Posts per Day: 2.06.</p> <p>Likes, Comments & Shares per post: 51.</p> <p>Picture Posts: 12.5 %</p> <p>Video Posts: 12.5 %</p> <p>Text Posts: 62.5 %</p> <p>Engagement Rate: 2.72 %</p> <p>Hashtags: Using.</p> <p>Analysis: Most of the posts are done in Finnish and in English. They are mostly only sharing other users' content and events. They should share more images, since that is what activates their customers the most. They should create more content by themselves.</p>	<p>Posts: 106.</p> <p>Followers: 1,655.</p> <p>Following: 512.</p> <p>Engagements per Media: 212. Bio: The official Instagram profile of Hanko Tourist Office. Tag you pictures #hulanohanko to get featured. Follow us on www.facebook.fi/hulanohanko. Hashtags on posts: #hulanohanko #hanko #summer Shared with a hashtag: 12 070 #hulanohanko, 2 661 #visitporvo, 116 569 #hanko. Repeating: No. Colours: Light. Mostly blue and white. Type: Pictures. Storytelling: No.</p> <p>Frequency: Monthly. Analysis: The account has a consistent colour theme. The posts are mostly in English.</p>	<p>Tweets: 251.</p> <p>Following: 232.</p> <p>Followers: 546.</p> <p>Activity: After a 2 year-pause they have been active almost weekly. Likes: 94.</p> <p>Bio: The Sunny South of Finland, less than two hours from Helsinki! Joined: February 2010.</p> <p>Analysis: They are not active on regular basis. They had a long pause between 2015 and 2017. They use hashtags sometimes. Unlike Tumblr, they do not have a possibility for visitors to message them.</p>	<p>No account</p>	<p>Theme: Old Seaside Style.</p>	<p>https://tourism.hanko.fi/en/ https://www.facebook.com/hulanohanko/ https://www.instagram.com/hulanohanko/ https://twitter.com/hankofinland</p>

<p>http://www.visitturku.fi/en</p>	<p>Theme: Sports. Blue, green and white.</p> <p>Foreign languages: 6. English, German, Russian, Swedish, Spanish and French.</p> <p>Qat: Yes.</p> <p>Blog: Yes, Sports.</p> <p>Link to Some Channels: Yes, clear.</p> <p>Analysis: The website is clear and there are a lot of links to other websites that may interest tourists. There is also an online chat possibility.</p>	<p>Like/Reply/rate: 83.</p> <p>Likes: 6 356.</p> <p>Posts per Day: 1.55</p> <p>Likes, Comments & Shares per post: 13.</p> <p>Picture Posts: 29.2 % Video Posts: 20.8% Text Posts: 25 %</p> <p>Engagement Rate: 8.86 %</p> <p>Hashtags: Using.</p> <p>Analysts: Their timing is perfect. They should ask more questions to activate the customers.</p> <p>There are not very much commenting, likes or shares on posts. There could be a competition or some other campaign considered to activate the fans.</p>	<p>Posts: 180.</p> <p>Followers: 2291.</p> <p>Engagements per Media: 166.</p> <p>Bio: <i>Official profile of Visit Jyväskylä, Finland. Tag #visitjyaskyla or #visitjyaskyla to give us permission to repost your photos. visitjyaskyla.fi.</i></p> <p>Hashtags on posts: #visitjyaskyla #visitjyaskyla #visitjyaskyla</p> <p>Shared with a hashtag: 7 620</p> <p>#visitjyaskyla, 227 976 #visitjyaskyla.</p> <p>Reposting: Yes.</p> <p>Colours: Dark. A lot of dominant colors and contrast.</p> <p>Type: Pictures and Videos.</p> <p>Storytelling: Barely.</p> <p>Frequency: 1-2 times a week.</p> <p>Analysts: They are not as active as others. They use many hashtags, which is good.</p>	<p>No account</p>	<p>Subscribers: 64.</p> <p>Views: 2 6559.</p> <p>Videos: 39.</p> <p>Liked videos: No.</p> <p>Type: Sports, fun and challenges.</p> <p>Frequency: Monthly.</p> <p>Video Descriptions: Yes.</p> <p>Hashtags: A few.</p> <p>Analysts: The newest videos are less than a minute long. They have subtitles. In their videos there are a lot of people. They publish frequently.</p>		<p>Theme: Sports, green and white.</p>	<p>https://www.facebook.com/visitjyaskyla/ https://www.instagram.com/visitjyaskyla/ https://www.youtube.com/channel/UC5oZkQGS3cVHwBJdJMW</p>
<p>Turku</p> <p>http://www.visitturku.fi/en</p>	<p>Theme: White, black and orange.</p> <p>Foreign languages: 3. English, Swedish and Russian.</p> <p>Qat: No.</p> <p>Blog: No.</p> <p>Link to Some channels: Yes.</p> <p>Not clear.</p> <p>Analysis: The website itself is clear. There are a lot of pictures and content. The viewer can even modify the contrast and the font size on the web site.</p>	<p>Like/Reply/rate: 69.</p> <p>Likes: 40 655.</p> <p>Posts per Day: 1.89</p> <p>Likes, Comments & Shares per post: 114.</p> <p>Picture Posts: 37.5 %</p> <p>Video Posts: 4.2 %</p> <p>Text Posts: 58.3 %</p> <p>Engagement Rate: 1.92 %</p> <p>Hashtags: Using.</p> <p>Analysts: Compared to the amount of fans, there is not enough engagement. They should activate their customers more. They could try to post more videos, ask questions or post on different time.</p>	<p>Posts: 947.</p> <p>Followers: 13.2k.</p> <p>Following: 687.</p> <p>Engagements per Media: 601.</p> <p>Bio: <i>Kiss my Turku! Take a look why you should throw to #Turku #Finland</i></p> <p>Hashtags on posts: #kissmyturku #turku #visitturku</p> <p>Shared with a hashtag: 52 607 #visitturku, 675 862 #turku</p> <p>Reposting: Yes.</p> <p>Colours: Dark, and strong contrasts.</p> <p>Type: Pictures.</p> <p>Storytelling: Yes.</p> <p>Frequency: Multiple times a week.</p> <p>Analysts: They are giving tips and asking questions and using a lot of emojis.</p>	<p>Tweets: 4 358.</p> <p>Following: 506.</p> <p>Followers: 3 455.</p> <p>Likes: 5 537.</p> <p>Activity: Multiple posts and retweets daily.</p> <p>Bio: <i>Visit Turku, the loveliest town in Southern Finland. This account in English by Visit Turku. #throwto #Finland #Turku</i></p> <p>Hashtags: Finnish tweets @visitturku.fi.</p> <p>Joined: January 2014.</p> <p>Analysts: They have separate site for only Finnish tourism and tourism from abroad. They are more active and have more followers on the Finnish account. They have the possibility in their profile for customers to message them. They share a lot of photos from happy people and food. The content is mostly pictures, videos and links. The theme stays consistent.</p>	<p>Subscribers: 207.</p> <p>Views: 1 93 085.</p> <p>Videos: 188.</p> <p>Liked videos: 2.</p> <p>Type: Storytelling.</p> <p>Frequency: ~ Weekly.</p> <p>Video Descriptions: Short.</p> <p>Hashtags: No.</p> <p>Analysts: The videos are posted frequently. There are a lot of people and events in them. They use known people. The quality and the editings are poor.</p>		<p>Theme: People, orange, white and black.</p>	<p>http://www.visitturku.fi/en https://www.facebook.com/visitturku/f?fbclid=I56949316328890 https://twitter.com/VisitTurku https://www.youtube.com/user/TurkuTouring</p>

Lahti http://visitlahti.fi/en	Theme: White and blue. Foreign languages: 2. English, and Russian. Chat: Yes. Blog: No. A few links to bloggers' texts about Lahti. Links to Some channels: Yes. Analysis: The theme is consistent and clear. They are using a lot of colors and pictures. They have a possibility directly on the first page to search for accommodation and activities, unlike other cities.	Likes: 1 530. Posts per Day: 2.30. Likes, Comments & Shares per post: 7. Picture Posts: 45.8 % Video Posts: 12.5 % Text Posts: 29.2 % Engagement Rate: 6.08 % Hashtags: Using. Analysis: They post the most content daily. They have relatively small amount of likes, posts, use competitions or something to gain more attention and to get more fans.	Posts: 1 111. Followers: 2 526. Following: 118. Engagements per Media: 94. Bio: Take a breack with the best facilities in Southern Finland. #visitlahti #lahti region #lahtiregion #visitlahti.fi #lahtiregion #visitlahti Shared with a hashtag: 8 450 #visitlahti 2 339 #lahti region 362 #lahtiregion, 242 675 #lahti Reposting: Yes. Colour: Colourful with a lot of contrasts. Type: Pictures, videos and slideshows. Storytelling: Yes. Frequency: Multiple times a week. Analysis: They are posting a lot and often. They are not following many people and their biography is not very unique. The #lahtiregion hashtag, they have their biography, is not gaining very many shares.	Tweets: 221. Following: 45. Followers: 150. Likes: 197. Activity: Weekly. Bio: Lahti. Joined: January 2016. Analysis: They are not creating their own content. The shares are mostly links of news etc.	Subscribers: 162. Views: 87 664. Videos: 41. Liked videos: 2. Type: Green, happy and calm. Frequency: Few times a year. Video Descriptions: Yes. Hashtags: No. Analysis: Their travel and service related videos are under the city council's user, which makes them quite hard to find and the channel itself uninteresting from travellers' perspective.	Theme: Blue, green and white.	https://visitlahti.fi/en https://www.facebook.com/visitlahti https://www.instagram.com/visitlahti_official/ https://twitter.com/VisitLahti https://www.youtube.com/channel/UCJhaPaORz57MA17dSDJWA	
Vantaa https://www.visitvantaa.fi/en/frontpage/	Theme: Blue, white and yellow. Foreign languages: 3. Swedish, English and Chinese. Chat: No. Blog: Yes. Links to Some channels: Yes. Clear. Analysis: The website is clear and looks new. The navigation is made easy.	No search results. The link on the website does not work.	Posts: 629. Followers: 1 046. Following: 1 016. Engagements per Media: 54. Bio: Official profile of Visit Vantaa 4th biggest city of FIN → Airport Lots of events & things to do. Take your photos @/VisitVantaa and we repost. www.visitvantaa.fi/en Hashtags on posts: #vantaa #visitvantaa #lahti Shared with a hashtag: 3 767 #visitvantaa, 125 773 #vantaa Reposting: Yes. Colours: Light, cold and not much contrast. Type: Pictures, videos and collage Storytelling: Very little. Frequency: Multiple times a week. Not evenly. Analysis: They are using emojis in their biography, which gives the reader faster an idea of the city. There is no theme and the colors could be brighter.	No account	Subscribers: 556. Views: 415 720. Videos: 274. Liked videos: 2. Type: People and events. Frequency: ~ Weekly. Video Descriptions: Short. Hashtags: No. Analysis: The channel belongs to the city, but it's not Visit Vantaa. It's a link between the locals and the town's council, however there is content for international visitors as well. The videos are good quality, either are a lot of people and influence effect is used.	LinkedIn and Pinterest (links on the website, but no user)	Theme: Yellow, blue and white.	https://www.visitvantaa.fi/en/frontpage/ https://www.instagram.com/visitvantaa/ https://www.youtube.com/user/visitvantaa upload
Other		Each city has a bit less likes than followers on their site.						

Appendix 3. Content Plan — Themes







THEMES	CHANNEL	LINK	TOPIC	IMAGE	EXPIRATION
Campaign: Christmas Lunch	Landing Page: Website. Paid Advertising: Facebook and Instagram. Support: Twitter.	https://www.visit espoo.fi/paivasa-espooassa/joulujouluat/	Mistä syntyy joulumieli? Joulumieli syntyy yhdessä nautuista herkkupöydistä ja tunnelimalisista joulutapahtumista. Nyt on aika nauttia!	https://visit espoo.fi/idee-b-0-crasan/fi/idee-b-0-crasan/fi/234e7f5b2-0110Y0Z6SeBQxWV	22.12.2014
Contest: EMMA (Culture)	Facebook	http://emma.museum.fi/C3%447e97d4ueval	Oleko kiinnostunut taiteesta, mutta viimeaikana silhen tuihostuminen on jäänyt vähemmälle? Ei hätää! Arvomme 2 kahdenkymmenen lippupakettia Espoon modernin taitteen museoon EMMA:n. Osallistu kommentoimalla kenet ottaisit mukaasi museokäynnille! Arvonta suoritetaan 18.12.2017. Mentaako ihana ennakkokoulutushja osua kohdallenne?	Ask from EMMA.	18.12.2017
Contest: Sea & Mountain Adventures (Nature)	Alternative Facebook Campaign	Ask from SMA	Haluatko viedä perheesi tapaamaan Nuuskon Kansallispuistoon Joulupukkia ja sen poroja? Nyt sinulla on upea mahdollisuus voittaa pääsy tähän hellyyttävään kohtaukseen. Kommentoi alle paits joulumustosi ja olet mukana arvonnassa! 🐻	https://visit espoo.fi/12.12.2017/les.wordpress.com/2016/12/sea_and_mountain_reindeer.jpg?w=1536	
Winter Fun	Landing Page: Website Support: All the channels Twitter and Facebook.	The upcoming "Talvitekemistä/ Winter Fun" web page	Things to do during the winter and Christmas.		
Events		Landing page the specific website of and event.	Event tips. The big ones in Facebook and Twitter. Smaller ones only in Twitter.	Depends of the post	
Families	All the channels	https://www.visit espoo.fi/linjatista-espooassa/lapsiperheet/	Things to do with th whole family.		
Culture	Twitter Support: All the channels	Depends of the post	Events, news etc.	Depends of the post	
Nature	All the channels	Depends of the post	Nature pictures, reposts, recreation, places, sports.	Depends of the post	
Blog/ by new trainees	Website and Blog	 landing page directly to post">https://blog.visit espoo.fi/> landing page directly to post	Getting to know: WEEGEE.	Taken by the	

Appendix 4. Content Plan — Weekly Calendar

Week 48, 2017							KEY:
							Campaign : Winter
							Campaign: Christmas
							Facebook Contest
							Event
							Families
							Culture
							Nature
MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY	
Instagram: RP/EspooSaGaarden Twitter: Idols	Twitter: RT/Nice Tuesday! Twitter: Exhibition Open	Instagram: RP/Good Morning Twitter: RT/Good Morning	Twitter: RT/Good Morning Twitter: Stories Read	Twitter: Family Friday Twitter: A Tip	Facebook: Tapiola Ice Garden Instagram: Tag Someone	Facebook: Christmas Lunch Twitter: Nuukio National Park	
Twitter: Good Morning RT	Facebook: Holiday Ideas Twitter: Blog Post Link	Twitter: Homework Workshops Twitter: Lecture at KAMU	Twitter: Winter Fun	Twitter: Idols Tonight Facebook: Idols Tonight	Twitter: Exhibition Facebook: Suomi 100	Twitter: Theater for Families Twitter: Share Your Experiences	
Facebook: Winter Fun	Twitter: Blog Post Link	Twitter: Espoo-Finland's miniature Twitter: RT/News from Espoo	Facebook: Weekends event Facebook: Saunas	Twitter: RT Twitter: A Tip	Twitter: EspooSaGaarden Facebook: Winter Fun	Facebook: Meet Santa Twitter: Skiing Places	
Twitter: Joulupöytä	Twitter: Family Event Tip Twitter: A Tip	Twitter: RT/News from Espoo Twitter: Event Tip	Facebook: Weekends event Twitter: A Tip	Twitter: RT Twitter: A Tip	Facebook: Winter Fun Twitter: Suomi 100	Twitter: Meet the Santa Instagram: Did you relax?	
Twitter: School Museum open	Facebook: Four Seasons Video Instagram: Christmas Lunch	Facebook: Contest Facebook: To do, weekend	Twitter: Reindeers Instagram: Kids/Animals	Instagram: Another Week Behind Twitter: Tapiola Ice Garden	Twitter: Follow us on Instagram Twitter: Villa Museum Open	Instagram: Did you relax? Twitter: Espoo - Mini Finland	
Instagram: RT/Sunset Twitter: RT/Have a good week!	Instagram: Christmas Lunch Twitter: Four Seasons Video	Facebook: Contest Facebook: To do, weekend	Twitter: Reindeers Instagram: Kids/Animals	Instagram: Another Week Behind Twitter: Tapiola Ice Garden	Twitter: Follow us on Instagram Twitter: Villa Museum Open	Instagram: Did you relax? Twitter: Espoo - Mini Finland	
Twitter: Christmas Lunch	Facebook: Idols Twitter: RT	Twitter: To do, weekend Twitter: Follow us on Instagram	Instagram: Kids/Animals Twitter: Winter Espoo Video	Instagram: Another Week Behind Twitter: Tapiola Ice Garden	Twitter: Follow us on Instagram Twitter: Villa Museum Open	Instagram: Did you relax? Twitter: Espoo - Mini Finland	

Appendix 5. Content Plan — Facebook

DAY	DATE	TIME	MESSAGE	LINK	CAMPAIGN	IMAGE
MONDAY	27.11.2017	10:00:00	Myt, kun hana Tapiolan Joulunavaus on juhittu saa virallisesti vaihtaa joulumiele. ☺☺☺👉 kurkista hauskimmat tekemisyhdyt joulunodotukseen: ...	"The upcoming "Winter Fun" web page.	Christmas	
	27.11.2017	12:00:00	Huomenna koulunseko Lagstad on tanaän taas avoinna! Uppoudun historiaan ja lahde kieltovalle alkamattalle Espoon vanhimmissa kansakoulurakennuksessa. 📷📷📷 👉 Mikä parasta, hembygdsgrdissa sijaitsevassa Lagstadissa on vapaa pääsy. Aukioloajat ti 14-18.	https://www.kulttuurespoo.fi/event/1045 https://koulunseko-jouluareena-avoinna	Culture	https://vistespoolstudio.crsman.fi/media/c-barner/6_03Q/1TH90JlleeoxzoP1bvk_g_Lagstadkoulunseko.jpg
	27.11.2017	15:55:00	Upea Espoon Jätäturteiden Joulupruetti on huomenna klo 18 Metro Areenalla. Mukana kaikki maajoukkueilustelijoista pikkuisin lustelukouluaisiin 🏒 Luvassa kisaesitysten kimalusta ja pikukonttujen pyörähdystä. 🎉 Katso lisää:	http://mediaareena.fi/filapartunatespoo https://areenatiedonjoulupruetti	Events/Sport	
TUESDAY	28.11.2017	12:00:00	Are you wondering what to do on your Christmas Holiday? We have gathered the best ideas for you here ... Take a look and start planning ☺ .	"The upcoming "Winter Fun" web page.	Christmas	
	28.11.2017	16:00:00	What is your favourite season? 🌸🍂🌨? In Finland we have all four: #vistespool #Espoo #fourseasons	https://www.facebook.com/Vistespoolviid https://634391669926284/	Winter	Video will be shared from the already uploaded Facebook videos.
	28.11.2017	17:00:00	Huh, tätä on odotettu #Idolisuomi finaali kisataan perjantaina Metro Areenalla klo 20. 🎤 Osta lippusi kauden huipennukseen ja ole paikalla, kun uusi voitaja valitaan. Kuka on sinun ennakkosuosikiksi finalisteista?	https://www.ticketsmaster.fi/event/1045-finaali-lippuja215001?language=en-us	Events	https://media.ticketsmaster.eu/finland/cf/fccabdb7b73a380d97252366480c73.jpg
WEDNESDAY	29.11.2017	16:00:00	Oleiko kinnostunut taiteesta, mutta viimeaikana siihen tuijastuminen on jäänyt vähemmälle? Ei hätää! Arvomme 2 kahdenhengen lippupakettia Espoon modernin taiteen museoon EMMAan. Osallistu kommentoinnalla kenet ottaisit mukaan musokäynnille! Arvonta suoritetaan 18.12.2017. Mahlaako ennakkokouluilanjia osua kondalleme? Tutustu EMMAan näytelyihin:	http://emma.museumint/c33a4d1e9ytda http://eva	Culture	From EMMA.
	29.11.2017	18:00:00	Pohditko, mitä tehdä viikonloppuna perheen kesken? Katso parhaat vinkit kätevästi kootuna verkkopalvelusamme: . #vistespool	https://www.vistespool.fi/filapartula-essooossa/lapsipalvelu/	Families	Image from "Kuvat" folder
	30.11.2017	12:05:00	Event post.		Events	
THURSDAY	30.11.2017	15:00:00	Br * It's quite cold here in Espoo. Fortunately we have saunas. Take a look where to find them: ... There are places to rent and also public ones. Whichever you prefer. ☺	https://www.vistespool.fi/filakotiteel-ja-palvelu/nae-ja-koe/sauna/	Culture	
	30.11.2017	17:00:00	Thinking about spending in the New Years Eve in Espoo? Find the perfect hotel for you from our web service:	https://www.vistespool.fi/entsights-and-services/sleep/hotels/	Culture/New Year	
	1.12.2017	11:00:00	Huh, tätä on odotettu Idolisuomi finaali kisataan tanaän Metroareenalla. 🎤 Lippuja on vielä jäljellä: ... Kuka upeista laulajista on sinun suosikkisi?	https://www.ticketsmaster.fi/event/1045-finaali-lippuja215001.%20	Events/Culture	https://media.ticketsmaster.eu/finland/cf/fccabdb7b73a380d97252366480c73.jpg

	1.12.2017	19:55:00	Vihdoin se hetki on koittanut, #IdolsSuomi finaali on juuri alkamassa % ! Jos et päässyt paikalle alä huoli, voit seurata sitä suorana Netoselta tai Ruudusta.	Link to the livestream at ruutu.fi https://www.ruutu.fi/dols	Events/Culture	
SATURDAY						
	2.12.2017	9:00:00	Joko olet käynyt Tapiolan jäähallissa kuuntelemassa?  Luisteluasi voit pistäytyä vierailussa kahvilolissa lämmittelimässä.  #viestespu	https://www.viestespu.fi/tapahtumatapiola-haapajärven/	Winter	https://viestespu.studio/craiman/fille/d/c-banner/mu2uq/HM1L9ny_SCZa-S-ha:399w/I:apioia-ice-Garden_evening.jpg
	2.12.2017	12:00:00	Espoon kaupungin #Suomi100 -juhlavuosi huipentuu itsenäisyypäivän juhlaconcertin Metro Areenalla. Pi konsertti on läpileikkaus itsenäisyypäivän helmistä ja klassikoista. Tuokitsijona upeaäninen Dandra ja nouseva baronitahti Arne Pekonen. Orkesterina Tapiola Sinfonietta ja kuorona mm. nuorten pääkaupunkilaisten Metropoli -kuoro. Juontajina toimivat Tuja Pekonen ja Ville Klinga. Tutustu tarkemmin: ... Mikä parasta, tapahtumaan on vapaa pääsy!	http://www.espu.fi/itsenaisyytpaiva	Events/ #Suomi100	Ask from laura.lahtinen@espu.fi
	2.12.2017	14:00:00	Espoo is a real winter wonderland % . Take a look at all the unbelievable things you can do here:	The upcoming "Tähtitekemistä" website in english.	Winter	https://viestespu.files.wordpress.com/2016/12/snowshoeing_jonas_vinnari.jpg?w=1024&h=461&crop=1
SUNDAY						
	3.12.2017	9:00:00	Mistä syntyy Joulumieli? Joulumieli syntyy yhdessä nautituista herkkupöydistä ja tunnelmallisista joulutapahtumista. Nyt on aika nautia  !	https://www.viestespu.fi/tapahtumatapiola-haapajärven/	Christmas	
	3.12.2017	12:30:00	Ensi vilkonloppuna sinulla ja perheesi on mahtava mahdollisuus päästä tapaamaan joulupukki poroneen Nuuskion Poropuistossa!  Joulupukki vieraillee kahtena tulevana vilkonloppuna 9.-10. ja 16.-17. lauantaina ja sunnuntaina klo 12-15. The next weekend you have an incredible chance to meet the Santa himself and his reindeers  ! Sat-Sun 9.-10. & 16.-17.: at 12-15. See you there  !	Link from a newsletter?	Christmas	https://viestespu.files.wordpress.com/2016/12/see_and_mountian_reindeer.jpg?w=1536

Appendix 6. Content Plan — Twitter

DAY	DATE	TIME	MESSAGE	LINK	CAMPAIGN	CHARACTERS	IMAGE
MONDAY							
	27.11.2017	8:40:00	Huh, tätä on odotettu #Idolisuomi finaali perjantaina @MetroAreenalla. 📌 Osta lippusi: ...	https://www.ticketmaster.fi/event/id	Events/Idols	89	https://media.ticketmaster.fi/finland/c7fcedb7b
	27.11.2017	9:00:00	Good morning #Espoo! 🌞 RT:		Nature/#visitespoo	27	RT: Nature Picture
	27.11.2017	11:00:00	Upea #Espoo'n Jäätätuureiden Joulupinuetti on huomenna klo 18 @metroareena. Mukana niin maju- kuin pikkuläiskät! 🐾	http://metroareena.fi/fi/itapahtumat	Events/Sports	123	
	27.11.2017	15:25:00	Huomenna koulumuseo Lagstad on taas avoinna! Vieralle ja oppoudu kiehtovalle aikamatkan historian. #vapaaoppäisy #visitespoo	https://www.kulttuurispoo.fi/fi/ev/vent/10459-	Culture	125	
	27.11.2017	16:05:00	Mukavaa alkanutta viikkoa #Espoo 🖤 i #visitespoo		Nature/#visitespoo	48	RT: Nature Picture
	27.11.2017	17:40:00	Suunnitteilla joululounas #Espoo:ssa? Katso tunnelmalliset ideat sivustoltamme: ... #visitespoo 🍷	https://www.visitespoo.fi/fi/parasta-	Christmas	98	https://visitespoo.studio.crasman.fi/file/d/c/
TUESDAY							
	28.11.2017	8:00:00	Mukavaa tiistaita #Espoo! 🖤 #visitespoo RT: ...		Nature	46	RT: Nature Picture
	28.11.2017	10:30:00	Samuli Koljosen muistonäytely on auennut. Katukuvia arjen kauneudesta ja herkkyydestä kulttuurikeskuksessa 20.12. asti!	http://m.espoonkulttuurikeskus.fi/show?name=https://blog.visitespoo.fi/2017/10/10/top-10-	Events/Culture	119	Ask permission.
	28.11.2017	12:05:00	Are you planning your #winterholiday* ? Read this blog post of all the things you can do in #Espoo and you'll be surprised!	https://blog.visitespoo.fi/2017/10/10/top-10-	Winter	123	https://visitespoo.files.wordpress.com/2016/12/rescue_rafts_event/
	28.11.2017	13:30:00	Family event tip		Events/Families	16	
	28.11.2017	15:00:00	Event tip		Events	9	
	28.11.2017	16:30:00	What is your favourite season 🌸🍂🌨️? In Finland we have all four: #visitespoo #Espoo #fourseasons	https://www.youtube.com/watch?v=the-og-winter	Winter	100	Download MP4 from YouTube
	28.11.2017	18:00:00	... RT: ...		Nature	9	RT: Nature Picture
WEDNESDAY							
	29.11.2017	8:05:00	Huomenna #Espoo! 🖤 #visitespoo RT:		Nature/#visitespoo	36	RT: Picture
	29.11.2017	9:00:00	Tiesikö, että @Sellonkirjastoissa on läskyerho, joka arkipäivä klo 13? Mikä mukava mahdollisuus lapsellesi! #Espoo	http://www.helminet.fi/fi-fi-Fl/Kirjastot-ja-tuurespoo.fi/fi/ev/vent/10084-	Families	115	
	29.11.2017	10:30:00	Seniori-iltpäivässä keskustellaan miten vähävaraisia on autettu Espoossa ennen ja nyt. Klo 14 #KAMU:ssa. #vapaaoppäisy	https://www.kulttuurispoo.fi/fi/ev/vent/10084-	Events/Culture	117	
	29.11.2017	12:00:00	Always wanted to travel to the #Nordics? #Espoo is like Finland in a miniature. Take a look: ... #visitespoo	https://www.visitespoo.fi/en/	Nature/#visitespoo	106	Nuukskio Sky view
	29.11.2017	13:30:00	RT: ...		Culture	5	RT: news

	29.11.2017	15:00:00	Event tip.		Events	10	
	29.11.2017	19:20:00	Pohditko, mitä tehdä vilkkoilopuna perheen kesken? Katso parhaat vinkit koottuna täältä: ... #visitespoo	https://www.visitespoo.fi/fi/parasta-spoo	Families	102	
	29.11.2017	20:00:00	Follow us on Instagram for daily beautiful pics taken by our lovely locals and travellers in #Espoo: . 📷	https://www.instagram.com/visitespoo	Culture/Instagram	105	Self taken (winter) image downloaded
THURSDAY							
	30.11.2017	8:00:00	Good morning #Espoo! ☺ RT:		Nature	27	RT: Picture
	30.11.2017	9:00:00	Perjantain satuttunt klo 9.30 Viherlaakson kirjastossa. ☐ Vie lapset kuuntelemaan tarinoita:	https://www.kulttuuritespoo.fi/fi/even	Events/Families	93	
	30.11.2017	10:30:00	#Espoo is a real winter wonderland. * Take a look at all the unbelievable things you can do here: ... #visitespoo	The web page is to be	Winter	111	The web page header
	30.11.2017	12:00:00	Brr * It's quite cold here in #Espoo. Fortunately we have saunas. Take a look where to find them:	https://www.visitespoo.fi/en/sights	Winter	98	
	30.11.2017	15:00:00	Event tip		Events/ #visitespoo	9	
	30.11.2017	16:00:00	Did you know there are reindeers in Southern Finland? Plan your holiday so that you will meet the cuties:	http://www.nuukslowhiteindee	Winter	106	https://visitespoo.files.wordpress.com/2016/
	30.11.2017	19:00:00	Want to visit the Nordics when there is snow? Watch this video for some ideas and start planning. #winterspoo	https://www.youtube.com/watch?v=Cow8C-FU-08	Winter	110	
FRIDAY							
	1.12.2017	8:00:00	Perheperjantai @Sellonkirjasto! Klo 10-> lasten musanurkkassa ☺. Keskustelua ja hauskaa puuhastelua.	https://www.kulttuuritespoo.fi/fi/e	Families	100	
	1.12.2017	9:00:00	... RT: ...		Events/ #visitespoo	9	RT: Event
	1.12.2017	10:30:00	Huh, tätä on odotettu #IdolsSuomi finaali TÄNÄÄN @MetroAreenalla. 🎫 Lippuja on vielä jäljellä:	https://www.tickmaster.fi/even	Events/Idols	98	https://media.ticketmaster.fi/finland/c7fccadb7b
	1.12.2017	13:30:00	... #visitespoo RT: ...		Nature/ #visitespoo	22	RT: Nature Picture
	1.12.2017	16:00:00	Event tip.		Events	10	
	1.12.2017	18:00:00	Did you know that there is an ice garden in #Tapiola? You may sip a hot choco and rent the skates from the nearby cafés ☺. #visitespoo		Winter	134	https://visitespoo.studio.crasman.fi/file/d/c=banner/mu2ujg/HM1L
	1.12.2017	19:55:00	#IdolsSuomi finaali on juuri alkamassa 🎤 ! Jos et päässyt paikalle älä huoli, voit seurata sitä mm. täällä:	https://www.ruutu.fi/idols	Events/Idols	111	https://media.ticketmaster.fi/finland/c7fccadb7b
SATURDAY							
	2.12.2017	11:55:00	Käy kurkkaamassa valtakunnallinen SUOMI 100 PRESSAT -näyttely @galleria_aarnissa. #suomi100 #visitespoo	https://www.visitespoo.fi/fi/palvelu	Culture/ #Suomi100	105	Image from their newsletter.
	2.12.2017	12:30:00	Mikä olisikaan ihanampi ajatus kuin virkistävä retki kaunisssa rantamaisemissa?	https://www.visitespoo.fi/fi/palvelu	Nature/EspooSeaGarden	79	https://visitespoo.studio.crasman.fi/file/d/c=

	2.12.2017	14:30:00	#Suomi100 huipentuu itsenäisyypäiväkonserttiin @metroareena'lla. Esilintyjinä mm. Diandra ja @PelkonenAarne ja taustalla @Tsinfonietta.	http://www.espoo.nkuvataiteilijat.fi/aemi2017	Events/#Suomi100	134	
	3.12.2017	15.30.00	Follow us on Instagram for breathtaking pics taken by our lovely locals in #Espoo: . 📷 @visitespoo	https://www.instagram.com/visitagoram.com/visit	Culture/#visitespoo	99	
	2.12.2017	15:00:00	Huvilamuseo Villa Ruilud on taas huomenna aukii! Lähde tutustumaan huvilaelämään, klo 11-15: ... #visitespoo	https://www.kulttuuriespoo.fi/fi/e	Events/Culture	104	https://www.kulttuuriespoo.fi/fi/event/10888-
SUNDAY							
	3.12.2017	9:55:00	In #Espoo we have lovely #Nuukio National Park where you can go hiking during every season on the marked trails 📍.	http://www.nationalparks.fi/en/nuukio/trails	Nature	116	Sky view from Nuukio by Joonas Vinnari
	3.12.2017	10:00:00	Lumikuningatar on suuri satu, joka valloittaa koko perheen. H.C. Andersenin klassikkosatu, klo 15. @teatteriHenka *	https://www.kulttuuriespoo.fi/fi/e/vent/7714-	Events/Culture/Families	117	
	3.12.2017	12.00.00	#Espoo is a lovely combination of beautiful nature and lively culture. Share your best experiences here with #visitespoo.		Culture/#visitespoo	121	
	3.12.2017	13.00.00	Tiesitkö, että Espoon alueella on useita paikkoja missä pääsee hiihtämään ja laskettelemaan. 🐾 Tsekkaa ne täältä: ...	https://www.visitespoo.fi/fi/kohte-et-la-	Winter	116	https://visitespoo.files.wordpress.com/2016/12/snowshoeing_loon
	3.12.2017	15.30.00	The next weekend you have an incredible chance to meet the Santa himself and his reindeers 🦌! Sat and Sun at 12-15.		Christmas	116	https://youtu.be/ypR-KXEE50w
	3.12.2017	18.00.00	So what is #Espoo? Espoo is like a Finland in a miniature. All in one city. #visitespoo	https://www.visitespoo.fi/en/city-	Culture	87	

RT = Retweet

Appendix 7. Content Plan — Instagram

DAY/COLOUR	DATE	TIME	MESSAGE	LINK FOR BIO	CAMPAIGN	IMAGE
MONDAY						
	2.1.2017	8:00:00	There is a new week ahead. Remember to enjoy it! --- No, nyt on taas uusi viikko edessä. Muistathan nauttia siitä! ☺ 📷: @... <ul style="list-style-type: none"> • #EspooSeaGarden #rantaraitti #visitespoo • #winterespoo #ExperienceEspoo #EnjoyEspoo • #thisisEspoo #Espoo #Esbo #thisisfinland • #Finland #outdoors #suomenluonto #sea 	https://www.visitespoo.fi/en/	Nature	RT: EspooSeaGarden
	2.1.2017	16:00:00	What a beautiful view 🌅. This picture was taken in ... in Espoo. --- Mikä ihana näkymä. Tämä upea kuva on otettu ... Espoossa. 📷: @... <ul style="list-style-type: none"> • #visitespoo #Espoo #Finland #Suomi • #Nordicnature #sunset #auringonlasku • #outdoors #suomenluonto #retki 	https://www.visitespoo.fi/en/	Nature	RT: Sunset
TUESDAY						
	3.1.2017	16:05:00	Mistä syntyy Joulumieli? Joulumieli syntyy yhdessä nauttuista herkkupöydistä ja tunnelmallisista joulutapahtumista. Katso tunnelmalliset Joulujouluaspaikat verkkopalvelustamme -> linkki biossa. Nyt on aika nauttia 🌟☺! <ul style="list-style-type: none"> • #visitespoo #enjoyespoo #winterespoo #Suomi • #Finland #espoo #esbo #christmas #xmas • #christmaslunch #lunch #holiday • #christmasmood #joulumieli #joulujouluas 	https://www.visitespoo.fi/en/paasta-espoossa/joulujouluat/	Joulujouluas	https://visitespoo.studio.crasman.fi/file/d/c=Banner/heNz3A/e/F6BznTLOYo6zSeBQyXWQ/Joulujoulu2017.jpg
WEDNESDAY						

	4.1.2017	8:00:00	<p>Huomenta Espoo! --- Good Morning! ☺ 📷: @...</p> <ul style="list-style-type: none"> • #visitespoo #enjoyespoo #winterespoo #Suomi #Finland #espoo #esbo #Nordics #Nordicnature #winter #morning #pkseutu #retkipaikka #suomiretki #thisisFinland 	https://www.visitespoo.fi/fi/parasta-espoossa/joululounaat/	Winter	RT: Snow/Sky
THURSDAY						
	5.1.2017	16:05:00	<p>Espoo is great for the little ones as well! ☺ 📷</p> <p>Espoossa myös perheen pienimmät viihtyy! Miten olisi viikonloppuna yhteinen retki tai jos mielummin pysyttelette sisällä, Espoossa on monenmoisia aktiviteettipaikkoja. Katso verkkopalvelustamme tarkemmin, mitä kaikkea Espoosta löytyykään. Linkki biossa. ☺ 📷: @...</p> <ul style="list-style-type: none"> • #visitespoo #families #enjoyespoo #winterespoo #Suomi #Finland #espoo #esbo #Nordics #lapsiperheet #animals #nature #activities #aktiiviteetit #tekemistä #lapset #menovinkit 	https://www.visitespoo.fi/fi/parasta-espoossa/lapsiperheet/	Families	RT: Families/animals or https://visitespoo.studio.crasman.fi/file/dlc=baner/RrGtGw/CvTFIOx1cU5JqaUHEtO0og/C33A9510.jpg
FRIDAY						
	6.1.2017	16:05:00	<p>Another week behind. ☺ How was it? Any plans for the weekend yet? Take a look from our website what you can do in Espoo during the winter. Link is in the bio. --- Viikko oli ja meni! ☺</p> <p>Onko viikonloppusuunnitelmasi vielä hakusessa? Katso parhaat vinkit talvitekemiseen verkkopalvelustamme -> linkki biossa! Ps. 📷</p> <p>Huomasitko, että meillä on käynnissä Facebookissa mahtava arvonta, missä voit voittaa liput EMMAAN? Käy kipinkapin osallistumassa. ☺ ...</p> <ul style="list-style-type: none"> • #visitespoo #enjoyespoo #winterespoo #Suomi #Finland #espoo #esbo #Nordics #Nordicnature #winter #morning #pkseutu #retkipaikka #suomiretki #thisisFinland #holidays #plans 	The upcoming "Winter Fun" web page	Winter/Culture	Winter Fun: Snow/Sea
SATURDAY						

	7.1.2017	10:00:00	<p>Tag someone who you would love to go to ice skating with! 📌 --- Merkkää se kenen kanssa haluaisit lähteä luistelemaan! 🏂</p> <ul style="list-style-type: none"> • #visitespoo #espoo #tapiola #tapiolalcegarden • #iceskating #winterespoo #tagsomeone #friends • #family #dates #winterfun #winter #together • #yhdessä #talvitekemistä #talvi #esbo 	The upcoming "Winter Fun" web page	Winter	<p>Tapiola Ice Garden & white text "Tag someone who you would go to ice skating with!"</p>
SUNDAY						
	8.1.2017	18:00:00	<p>Did you have a relaxing weekend? 🧘 --- Muistithan rentoutua viikonloppuna?</p> <ul style="list-style-type: none"> • #visitespoo #enjoyespoo #winterespoo #Suomi • #Finland #espoo #esbo #Nordics #Nordicnature • #winter #morning #pkseutu #retkipaikka • #suomiretki #thisisFinland #sunset #weekend • #suomenluonto #families #friends #relax #travel 	The upcoming "Winter Fun" web page	Winter	Sunset

The colour under the day indicates the preferred main colour in the picture.